

PROMOTION RECOMMENDATION
The University of Michigan-Flint
School of Management

Muhammad U. Ahmed, assistant professor of operations management, School of Management, is recommended for promotion to associate professor of operations management, with tenure, School of Management.

Academic Degrees:

Ph.D.	2015	York University, Business Administration, Toronto, Canada
M.B.A.	2007	Lahore University of Management Sciences, Business Administration, Lahore, Pakistan
B.S.	2002	Georgia Institute of Technology, Computer Engineering, Atlanta, GA

Professional Record:

2017 – Present	Assistant Professor, School of Management, University of Michigan-Flint
2015 – 2017	Assistant Professor, Clarkson University, Postdam, NY

Summary of Evaluation:

Teaching: Professor Ahmed has taught various undergraduate and graduate required and elective courses in traditional, online and mixed modalities. While teaching six different courses over the course of his years here, he received course evaluations that are well above the average for the School. As a teaching approach, he makes extensive use of simulations, and practical projects and cases using real-life datasets. Always looking to improve his teaching effectiveness, Professor Ahmed also participated in several seminars from Harvard Business Publishing on case-based online teaching. He clearly demonstrates that he cares about the student learning as he prepares review materials and self-study guides in statistical software, and organizes in-person help sessions in addition to his classes. He responds to student inquiries in a timely fashion. This is evidenced by many Golden Apple awards for teaching excellence he received. Lastly, he is engaged with the students outside the classroom as mentoring the student organization in his discipline.

Research: Professor Ahmed has nine publications in top quality peer reviewed journals. He is the first author in most of these publications while working collaboratively with recognized scholars in his field. In addition, he has one paper under review at a journal, and three papers under progress. This strong pipeline of unpublished research demonstrates his potential for sustained research productivity after tenure. He is well positioned to continue to make significant scholarly contributions. His published research focuses on supply chain relationships as building blocks of more complex supply chains. Other research streams where he published is on supply chain transparency to see if compliance mechanisms lead to real improvements in environmental and social dimensions, and attempts to answer how buyer firms can influence sustainability performance of their suppliers. Additionally, he has published work on supply chain analytics capability and the role of complexity in the triple bottom line.

Recent and Significant Publications:

Ahmed, M.U., Shafiq, A., & Mahmoodi, F., “The role of supply chain analytics capability and adaptation in unlocking value from supply chain relationships,” *Production Planning & Control*, 2020, pp. 1–16.

- Shafiq, A., Ahmed, M.U., & Mahmoodi, F., “Impact of supply chain analytics and customer pressure for ethical conduct on socially responsible practices and performance: An exploratory study,” *International Journal of Production Economics*, 2020, 225, 107571.
- Ahmed, M.U., Gölgeci, I., Bayraktar, E., & Tatoglu, E., “Environmental practices and firm performance in emerging markets: The mediating role of product quality,” *Production Planning & Control*, 2019, 30(4), pp. 315–328.
- Ahmed, M.U., Kristal, M.M., Pagell, M., & Gattiker, T.F., “Building high performance supply-chain relationships for dynamic environments,” *Business Process Management Journal*, 2019, 26(1), pp. 88–101.
- Ahmed, M.U., Pagell, M., Kristal, M.M., & Gattiker, T.F., “Micro-foundations of supply chain integration: An activity-based analysis,” *Logistics*, 2019, 3(2).
- Ahmed, M.U., Kristal, M.M., Pagell, M., & Gattiker, T.F., “Towards a classification of supply chain relationships: A routine-based perspective,” *Supply Chain Management: An International Journal*, 2017, 22(4), pp. 341–374.
- Wiengarten, F., Ahmed, M.U., Longoni, A., Pagell, M., & Fynes, B., “Complexity and the triple bottom line: An information-processing perspective,” *International Journal of Operations & Production Management*, 2017, 37 (9).

Service: Professor Ahmed has provided excellent service to the School of Management, the university, to his academic profession, to his students, and to the community. He has regularly participated in school retreats, department and faculty meetings. He served on the school’s Academic Review Committee, the University’s Library Committee, and took the leadership in the Beta Gamma Sigma honorary student organization. In all of his committee involvements, he was very well prepared for the meetings and made thorough and conscientious contributions. Among his significant service contributions, one can count his role as co-chair in the interdisciplinary program development on data analytics on campus. He also provided service to his discipline by reviewing manuscripts submitted to journals. Finally, he had a few media mentions and appeared on TV on current business developments in his area such as supply chain problems.

External Reviewers:

Reviewer A: “The quality and quantity of the intellectual works presented are at par with the expectations from early mid-career scholars in the field in my opinion.”

Reviewer B: “Without any other information on expectations at the school level, I would like to conclude that Dr. Ahmed’s journey so far appears to be pretty good with note-worthy contributions to teaching, research and service.”

Reviewer C: “Professor Ahmed has established an impressive research record in a relatively short period. It is my opinion that his record easily meets the standard of advancing the profession through a record of strong research contributions.”

Reviewer D: “Based on our list, Dr. Usman Ahmed has one aspirational paper (Journal of Operations Management), two excellent papers (International Journal of Production Economics), three solid papers (Production Planning and Control and International Journal of Operations and Production Management).”

Reviewer E: “In conclusion, Dr. Ahmed’s research quality is on par with his peers. He will continue to be a productive and active researcher contributing to the field of Supply Chain Management. I, therefore, give him my support in his promotion to associate professor with tenure at the University of Michigan-Flint.”

Reviewer F: “Dr. Ahmed also has multiple works in progress, conference proceedings, and an article under review at the International Journal of Operations & Production Management. This provides evidence that he will continue this high-quality work after tenure and promotion.”

Summary of Recommendation:

Professor Ahmed is highly regarded by his students as a teacher who is caring and willing to help his students in various ways. Professor Ahmed has nine publications in recognized peer reviewed journals, and several papers in the pipeline. Professor Ahmed has provided thorough and conscientious service contributions to the School of Management, the university, to his academic profession, to his students, and to the community. It is with the support of the Executive Committee of the School of Management that I recommend Muhammad U. Ahmed for promotion to associate professor of operations management, with tenure, School of Management.

Recommended by:



Yener Kandogan, Ph.D.
Interim Dean, School of Management
Professor of International Business

Recommendation endorsed by:



Sonja Feist-Price, Provost and
Vice Chancellor for Academic Affairs



Debasish Dutta, Chancellor
University of Michigan-Flint

May 2022