

Lawrence P. Ettkin

- Scholastic Data** Ph.D. University of Nebraska (1974)
M.B.A. Kent State University (1968)
B.B.A. Cleveland State University (1967)
- Present Position** Marvin E. White Professor and Head
Departments of Management, Marketing & Entrepreneurship
- Appointed Marvin E. White Professor (1979)
 - Appointed Department Head (1977)
 - Joined University of Tennessee at Chattanooga (1976)
- Previous Academic Experience**
- Associate Professor at Northern Michigan University (1974 – 1976)
 - Assistant Professor at University of Nebraska at Omaha (1967 – 1974)
 - Graduate Assistant at Kent State University (1966 – 1967)
Worked on a research program for the Budget Executives' Institute on "Budgeting and Measuring Divisional Performance."
- Primary Teaching and Research Interests**
- Operations/Production Management
 - Scheduling and Materials Management
 - Supply Chain Management
 - Academic Administration
- Certification and Editorial Boards**
- Certified, by the American Production and Inventory Control Society (APICS), in Production and Inventory Management at the Fellow Level (CFPIM)
 - Qualified Instructor for all modules of APICS Review CPIM class.
 - Certified, Facilitator For Zenger-Miller, 1996
 - Member Editorial Review Board for Production and Inventory Management Journal, January 1990-Present. Responsibility includes establishing journal policy and reviewing 10-12 submitted articles per year.
- Honoraries**
- Alpha Society
 - Beta Gamma Sigma
 - Golden Key
- Economic Development**
- Mentor of the New Economy Institute. To Design and deliver WAMP Initiative Training Alliance (2004 – Present)
 - NSF Partnerships for Innovation (2004)
 - Michael E. Porter Cluster Study (1999 – 2002) Selected by the Chancellor to be on the core team for Michael E. Porter Cluster Study for the Chattanooga Chamber of Commerce
- Cooperative Business Experience** Cleveland State University:
- Reporter, Dun & Bradstreet (1964 – 1967)
 - Quality Control Technician, McGean Chemical Company (1962 – 1964)

Memberships

- Academy of Management
- Allied Academies
- American Production and Inventory Control Society
- American Society for Quality
- Decision Sciences Institute
- Institute of Industrial Engineers
- Institute for Supply Management
- Operations Management Association
- Society for the Advancement of Management

Journal Publications

- “Not just for large companies: Benefits of Simulation Modeling for Small Telephone Call Center,” Accepted July 2010 Production and Inventory Management Journal (with P. Dileepan)
- “A Generic Simulation Model to Manage a Vaccination Program,” Accepted to Journal of Medical Systems, December 2009 (w. B. Asllani)
- “A Methodology for Using Simulation to Optimize Emergency Mass Vaccination Parameters,” Journal of Medical Systems, Published 2008. (w. B. Asllani and P. Dileepan)
- “Developing an Emergency Preparedness Plan: A Case for Simulation,” Academy of Health Care Management Journal, Accepted 2008, Vol. 3 No. 2 page 51 (w. B. Asllani and P. Dileepan)
- “Technologies in Support of Mass Customization Strategy: Exploring the Linkages Between E-Commerce and Knowledge Management,” Computers in Industry, Accepted 2007, Issue 59(4) April 2008. (with M. Ahmadi, M. Helms, and K. Jih)
- “An Entropy-Based Approach for Measuring Project Uncertainty,” Academy of Information & Management Sciences Journal, Accepted 2007, Vol. 10, No 1 page 31. (with B. Asllani)
- “Sharing Knowledge with Conversational Technologies: Web Logs Versus Discussion Boards,” to International Journal of Information Technology & Management. Accepted 2007. (A. Asllani, L. Etkin and A. Somasundar)
- “The Challenge of Latin American Countries The Problematic Case of Venezuela,” Advances in Competitiveness Research, Accepted 2006, Vol. 16, No, 3 & 4 page 233. (with C. Duarte, M. Helms and M. Anderson)
- “The Role of Internet-Based Transactions in External Collaboration Between Healthcare Trading Partners,” Journal of Strategic E-commerce, Vol. 3 pg 29, April 2, 2005 (with B. Asllani and S. Kim)
- “Managerial Implications of Target Costing,” Advances in Competitiveness Research, Vol. 15, No. 1, September 2005 (with M. Gordon and M. Helms)

- “Cycle Counting: Getting It Right, Part Two,” APICS The Educations Society for Resource Management, Vol. 4, No. 5, March 2, 2004 (with M. Helms and M. Zatelli)
- “Cycle Counting: Getting It Right, Part One,” APICS The Educations Society for Resource Management, Vol. 4, No. 4, February 4, 2004 (with M. Helms and M. Zatelli)
- "China: The Bitter Roots of Foreign Trade Through the Eyes of Asian Culture," Competitiveness Review, Vol. 11 No. 2, 2001 (with M. Helms and D. Morris)
- “IN-Security: The Pillaging of Corporate America,” Competitive Intelligence Review, Vol. 11 No. 3, 2000 (with M. Helms and D. Morris)
- “Do Small Businesses Need Supply Chain Management?,” IIE Solutions, Vol. 32 No. 8, 2000 (with S. Chapman and M. Helms) Selected for inclusion in The Supply Chain Yearbook, Edited by J. Woods and E. Marien, McGraw-Hill, Inc., 2001
- "Viewpoint: The Risk of Information Compromise and Approaches to Prevention," Journal of Strategic Information Systems, Vol. 9 No. 1, 2000. (with M. Helms and D. Morris)
- “Competitive Intelligence in Supply Chain Operation,” Journal of Business and Society, Vol. 13 #1&2, 2000 (with D. Morris and M. Helms)
- “The Economic Emergence of Turkey,” European Business Review, Vol. 12 No. 2, 2000 (with M. Helms, D. Morris and U. Turkkan) Chosen for the Literati Club’s “2001 Highly Commended Award” by the Editor and the Editorial Advisory Board Members.)
- “Issues in the Illegal Transference of US Information Technologies,” Information Management & Computer Security, Vol. 8 No. 4 2000 (with M. Helms and D. Morris)
- “Shielding Your Company Against Information Compromise,” Information Management and Competitive Security, Vol. 8 No. 3, 2000 (with M. Helms and D. Morris)
- “Supply Chain Forecasting: Collaborative Forecasting Supports Supply Chain Management,” Business Process Management Journal, Vol. 6 No. 5, 2000. (with M. Helms and S. Chapman)
- “Time-Based Competitiveness: A Strategic Perspective.” Competitiveness Review, Vol. 10 No. 2, 2000 (with M. Helms)
- “Pre-Assessment Requirements for TQM Implementation: A Hospital Case Study,” International Journal of Organizational Theory And Behavior, Vol. 1 No. 4, 1998 (with M. Helms and B. Weeks)
- “Implementing Supply Chain Management at Brach and Brock Confections,” Target, First Quarter, Vol. 14 No. 1, 1998 (with S. Chapman and M. Helms)
- “Romania: Ready for U.S. Business Investment,” European Business Review, Vol 98 No 5, 1998 (with M. Helms and D. Tiriteu)
- “Development and Assessment of Effective Teaching: An Integrative Model For Implementation in Schools of Business Administration,” Quality Assurance in

Education, Vol. 5, No. 3 1997 (with H. Finch and M. Helms)

- “Continuous Improvement Essential for Survival,” Commerce, January 2, 1997
- “Continuous Improvement is a Management Philosophy... Deming’s 14 Point Program Transforms Quality Management,” Commerce, February, 1997
- “Is Your Organization Ready For TQM? An Assessment Methodology,” The TQM Magazine, Volume 7, Number 5, 1995 (with M. Helms and B. Weeks)
- “Are We Ready For TQM? A Case Study,” Production and Inventory Management Journal, Vol. 36 No. 4, 1995 (with M. Helms and B. Weeks) and reprinted as “A Physical Examination of Health Care’s Readiness for a Total Quality Management Program: A Case Study,” Health Care Material Management Quarterly, Vol. 17 No. 2, 1995 (with M. Helms & B. Weeks)
- “Vendor Certification: Seven Steps to a Better Product,” Production and Inventory Management, First Quarter, 1993 (with M. Lockhart)
- “JIT and Job Satisfaction: Some Empirical Results,” Production and Inventory Management, First Quarter, 1992 (with J. Macomber and A. Scott)
- “Maintenance Pros Attempt to Decrease Emergency Work and Increase Planning,” MPO, July, 1992 (with six other contributors)
- “Maintenance Resource Management: Adopting Manufacturing Tools,” Maintenance Technology, October, 1992 (with W. D. Jahnig)
- “Identifying and Managing the Human Aspects of Technical Systems Implementation,” Manager’s Digest, Vol. 3 No. 1, 1991 (with P. Haynes and M. Helms)
- “Expert Systems for Managing Operations,” Production and Inventory Management Journal, Vol. 31 No. 1, 1990 (With M. Helms and P. Dileepan). Selected for inclusion in Repetitive Manufacturing Reprints: Crucial Issues, edited by A. Hormozi, APICS, Falls Church, VA, 1992
- “Achieving Success is Not Simply Installing Software,” Maintenance Technology, November, 1991 (with D. Jahnig)
- “Justifying Flexible Manufacturing Systems from a Strategic Perspective,” Manufacturing Review, Vol. 3 No. 4, 1990 (with M. Helms and H. Medearis)
- “People: A Critical Element of New Technology Implementation,” Industrial Management, September-October 1991, 32(5), 27-29 (with M. Helms and P. Haynes)
- “Just-In-Time: A Timely Opportunity for Small Manufacturers,” Industrial Management, January-February, 1990 (with F. Raiszadeh and R. Hunt)
- “POM in Academia: A Cause for Concern,” Production and Inventory Management, Second Quarter, 1989 (with F. Raiszadeh)

- “Learning: The Missing Ingredient in Production Planning Spreadsheet Models,” Production and Inventory Management, Third Quarter, 1988 (with P. Dileepan)
- “That’s A Good Idea, But . . .,” Production and Inventory Management, Fourth Quarter, 1987
- “Maintenance and MRPII: Learning From the Production Experience,” Plant Engineering and Maintenance, June, 1987 (with D. Jahnig)
- “When a Circle is Not a Circle,” S.A.M. Advanced Management Journal, Spring, 1987 (with E. Rufner)
- “Adapting MRPII For Maintenance Resource Management Can Provide A Strategic Advantage,” Industrial Engineering, August, 1986 (with D. Jahnig)
- “Resource Reallocation: The Dilemma of the Eighties,” Collegiate News and Views, Winter, 1983-84 (with K. Cudd and B. Gnauck)
- “Future Employee Benefits - The Practitioners Viewpoint,” Industrial Management, January/February, 1982 (with M. Ahmadi and E. Hammer)
- “Long-Term Forecasting of Employee Benefits - An Impossible Task?,” Personnel Administrator, December, 1981 (with M. Ahmadi and E. Hammer)
- “Metric Conversion: Where We Are and where We’re Going,” S.A.M. Advanced Management Journal, Spring, 1980 (with B. Thorne and P. Keaton)
- “American Industry Inches (Centimeters) Toward Metric,” Business Horizons, December, 1977 (with P. Keaton)
- “The Application of Human Resource Accounting to a College of Business Administration,” AACSB Bulletin, Fall, 1977 (with F. Margrif)
- “Is OSHA Effective in Reducing Industrial Injuries?,” Labor Law Journal, April, 1975 (with B. Chapman). Selected for inclusion in Personnel: A Book of Readings, Edited by William F. Glueck, Business Publication, Inc., 1979

**Books, Chapters
In Books,
And
Test Banks**

- Test Bank for Operations Management, 2nd Edition, Collier & Evans, Thompson Publishing, to be published in 2006.
- Study Guide for Operations Management A Value Driven Approach (text by Melnyck & Denzler), First Edition, Irwin Publishing, Inc., 1996
- Instructors Manual For Video, Operations Management, McGraw-Hill, Inc., 1993
- Study Guide for Productions and Operations Management, Fifth Edition, McGraw-Hill, Inc. 1993 (with J. Dilworth)

- Test Bank for Production and Operations Management, Fifth Edition, McGraw-Hill, Inc. 1993 (with J. Dilworth)
- Study Guide for Operations Management, First Edition, McGraw-Hill, Inc., 1992 (with J. Dilworth)
- Test Bank for Operations Management, First Edition, McGraw-Hill, Inc., 1992 (with J. Dilworth)
- Instructors manual for Video, Operations Management, McGraw-Hill, 1992
- Study Guide for Production and Operations Management, Fourth Edition, Random House, 1989 (with J. Dilworth)
- Test Bank for Production and Operations Management, Fourth Edition, Random House, 1989 (with J. Dilworth)
- Instructors Manual for Video, Production and Inventory Management, Random House, 1989
- “Operational Planning and Competitiveness,” Chapter 8 in Management, Third Edition, by Arthur G. Bedeian, Dryden Press, 1988
- Study Guide with Problems and Cases to accompany Production and Operations Management, Third Edition, Random House, 1986 (with J. Dilworth)
- Test Bank for Production and Operations Management, Third Edition, Random House Publishing Co., 1986 (with J. Dilworth)
- “Operation Control,” a chapter in Management: Concepts and Practices, by Stephen P. Robbins, Prentice-Hall, 1984
- Test Bank for Production and Operations Management, Second Edition, Random House Publishing Co., 1983 (with J. Dilworth)

Proceedings

- “A Decision-Making Simulation Model for the Prevention and Treatment of RSV from a Cost Perspective,” Decisions Science Institute 40th Conference Accepted June 2009 (w. B. Asllani)
- Online Slide Presentation for “A Methodology for Using Simulation to Optimize Emergency Mass Vaccination Parameters” (w. Asllani and Dileepan) This presentation can be viewed at: <http://www.slidesonline.org> (keyword: Asllani)
- “A Framework for Using Simulation for Improving Mass-Vaccination Clinic Operations,” (with A. Asllani and P. Dileepan) to POMS: Production Operations Management Annual Conference April 2006.
- “Measuring Uncertainty of Projects: an Entropy-based Approach” Accepted to Decisions Science Institute, in June 7, 2004 (with B. Asllani).

- “Capturing the Truth-A Way To Solve Problems,” National Plant Engineering and Maintenance Conference, March 1995 (with D. Jahnig)
- "A Physical Examination of Health Care's Readiness for a TQM Program: A Case Study" American Production and Inventory Control National Conference, October 1994 (with M. Helms and B. Weeks)
- “MRPII Can Coordinate Maintenance Resources,” American Production and Inventory Control Society International Conference, October 1988 (with D. Jahnig).
- “Incorporating Learning Into An Aggregate Planning Spreadsheet Model,” Decision Sciences Institute, November 1987, (with P. Dileepan)
- “Maintenance Resource Management - Lessons From Manufacturing Planning and Control,” National Plant Engineering and Maintenance Conference, March 1987 (with D. Jahnig)
- “Maintenance Can Be Managed: a Practical RX,” American Production and Inventory Control Society International Conference, October 1986 (with D. Jahnig)
- “Perceptions of Optimal Class Size by Faculty in Schools of Business,” American Institute for Decision Sciences, November 1985 (with R.Bharath, B. Gnauck)
- “Twelve Fallacies Impeding Successful Maintenance Resource Management,” American Production and Inventory Control Society International Conference, October 1985 (with D. Jahnig)
- “Translating Manufacturing Resource Planning into the Maintenance Function,” American Production and Inventory Control Society’s Spring Seminar, April 1985, by invitation (with D. Jahnig)
- “Teaching the ‘What if’ Capabilities of Micros for Aggregate Planning,” American Institute for Decision Sciences, November 1984 (with J. Macomber)
- “Translating Manufacturing Resource Planning Into the Maintenance Function,” American Production and Inventory Control Society International Conference, October 1984 (with D. Jahnig)
- “Is Maintenance Unique? ? ?” American Production and Inventory Control Society 500 Seminar, May 1984 (with D. Jahnig)
- “Production Planning With a Micro,” American Production and Inventory Control Society 500 Seminar, May 1984 by Invitation (with J. Macomber)
- “Production Planning with a Micro,” American Production and Inventory Control Society, Microprocessors Specialty Seminar, January/February 1984 (with J. Macomber)
- “A Factor Analytic Approach to Market Segmentation to Aid in Military Recruitment,” Euro V., The Institute of Management Science, July 1982 (with I. Reid, P. Reid, M. Ahmadi)

- “Will Universities Reallocate Funds in the 1980’s?” Proceedings, American Institute for Decision Sciences, November 1981, (with K. Cudd and B. Gnauck)
- “Future Employee Benefits.” The Twelfth Annual Conference of Classification & Compensation Society, Washington, D.C., June 1981 (with M. Ahmadi and E. Hammer)
- “Aggregate Planning and Information Systems in Academic Units,” Southeast Division, American Institute for Decision Sciences, February 1981 (with J. Macomber)
- “Can Journal Acceptance Rates be Used as a Measure of Faculty Research Performance,” American Institute for Decision Sciences, November 1980 (with B. Thorne and K. Cudd)
- “Alternative Teaching Evaluation Techniques: A Study of Teacher Evaluator Attitudes,” American Institute for Decision Sciences, November 1980 (with B. Thorne and K. Cudd)
- “A Comparison of Triangular and Beta Distribution as Network Activity Time Models,” American Institute for Decision Sciences, November 1980 (with J. Macomber and M. Ahmadi)
- “Techniques for Evaluating Teaching at AACSB Schools: A Comparative Study,” American Institute for Decision Sciences, November 1979 (with B. Gnauck and S. Timmins)
- “A Critical Evaluation of the Application of Motivation Theories in the Classroom Setting,” Michigan Academy of Science, Arts, and Letters, March 1977 (with S. Timmins)
- “Testing the Effectiveness of Unrehearsed TV Instruction in an Extension Course,” Southeast Division, American Institute for Decision Sciences, February 1977 (with J. Kerby)

Professional Development Programs

- 2004 to 2005: Mentoring Workforce Development/ WAMP Initiative through New Economy Institute.
- Riverbend Technology, Entrepreneurship & Technology Certificate Program, Coordinator. A fast-track non-credit certificate program offered over a 5-week period using a faculty of highly experienced professionals in technology, business and entrepreneurship.
- APICS – The Educational Society For Resource Management Certification Review Courses
 - Basics of Supply Chain Management
 - Master Planning of Resources
 - Detailed Scheduling and Planning
 - Execution and Control of Operations
 - Strategic Management of Resources

- Project Management - Two Day Course Developed By The American Management Association
- Total Quality Management/Continuous Improvement-Self Developed Courses
 - Basic Concepts
 - Tools
 - TQM for Baldrige National Quality Award
 - TQM/CI For HealthCare
- Maintenance Resource Management - Two Day Self Developed Course
- Train-the-Trainer - A Three Day Course Developed By APICS

**Select
Professional
And
Civic Activities**

- Board of Directors Tri-State APICS (1998 – Present)
- Member for the Hospitality and Tourism Cluster (2000-2002)
- Member of the Insurance Cluster (2001-2002)
- Member of the Logistics Cluster (2001-2002)
- Facilitated Strategic Planning Sessions For Chattanooga Neighborhood Enterprise (1995-1996)
- Trustee of The Baylor School (1993 – 1996)
- Coordinated Quality Day and Quality Night Activities for the local chapter of The American Society of Quality (ASQ) (1992-1997)
- Chaired Parents Council, The Baylor School (1992-1996)
- Chair, Board of Trustees St. Nicholas School (1984-1986)
- Appointed to Regional Staff, The American Production and Inventory Control Society (1983-1994)
- Elected President, Tri-State Chapter, American Production and Inventory Control Society (APICS, 1982)
- Appointed Nation Membership Chairman for The Decision Science Institute. The appointment included writing a column every other month for “Decision Line” (1979)
- Appointed by the Executive Board of The Decision Science Institute to serve a two-year term on an ad hoc development and goals committee (1977)

**University
Service**

- Member of University Budget and Economics Status Committee (2004 - Present)

- Member of the College of Business Administration Strategic Planning Task Force (2001 – Present)
- Member of General Education Committee (2003 – 2004)
- Member to the College of Business Administration Task Force to determine minor for students in Arts and Sciences (2000 – 2002)
- Member of College of Business Administration Development Committee (2003 – Present)
- Member, University Council of Department Heads (1991- Present)
- Member of the University EDO Task Force (2002)
- Cluster co-chair, Hamilton County School System (1998-2002)
- Member of the Metro College Steering Committee (2001-2002)
- Member, Retention and Recruitment Committee (1999-2002)
- Member, Southern Association of Colleges and Schools (SACS) Reaccreditation Committee on Financial Resources Committee (1998-2001)
- Worked with the Center of Community Career Education on the Educational Opportunity Proposal (1997)
- Member, University Facilities Management Committee (1994-2003)
- Member, Post Tenure Rewards Committee (1999)
- Member, University Budget and Economic Status Committee (1994-1998)
- Member, University Low Production Task Force (1997-1998)
- Member, University Outreach Task Force (1997-1998)
- Member, Executive Committee, Council of Department Heads (1992-1993)
- Member, School of Business Administration Total Quality Council (1991-1993)
- Member, School of Business Administration Business Partnership Committee (1991-1992)
- Member, University Admissions Committee (1991-1992)
- Member, Higher Ground Committee (1991-1992)
- Member, Ad Hoc Committee to Review EDO Process (1991-1992)

- Member Student Evaluation Committee of Teaching Committee (1991-1992)
- Chair, Ad Hoc Committee for Management and Technology (1988-1989)
- Member, Ad Hoc Committee on Graduate Studies (1988-1989)
- Chair, Business Partnership Program for School of Business Administration (1987-1989)
- Member, International Studies Abroad Program Committee (1987-1988)
- Member, School of Business Administration Strategic Planning Committee (1986-1989)
- Chair, Search Committee for Vice Chancellor of Administration and Finance (1986-1987)
- Member, Search Committee for The Associate Provost for Budget, Personnel, and Information Management (1986)
- Member, EDO Committee for the Council of Department Heads (1985-1986)
- Member, School of Business Objectives Committee for AACSB Accreditation (1985-1986)
- Chairman, Graduate Council Subcommittee on Resources Allocated to Graduate Program, (1985)
- Member, University Economic Affairs Committee (1984-1987)
- Member, University system-wide committee to review new statement of policy on patents, copyrights and licensing (1983-1984)
- Member, University EDO (MBO) task force (1983-1985)
- Member, School of Business MBA Committee (1976-1987)
- Member, University Graduate Council (1977-1984, 1986-1987)
- Elected Chair, Graduate Council (1983-1984)
- Member, University General Education Committee (1982-1984)
- Member, Ad Hoc Committee for Co-op Education (1982-1984)
- Member, UTC Children's Center Advisory Board (1982-1985)
- Member, University Committee on the Protection of Human Subjects (1980-1984)
- Member, Ad Hoc Committee for determining criteria for selection of Chancellor and Provost (1981-1982)

- Member, University Ad Hoc Committee to study the Philosophic Bases for Future Graduate Programs. (1981)
- Member, Continuing Education Council (1980-1982)
- Chairman, University Ad Hoc Committee on Feasibility of December Graduation Ceremonies (1979-1980)
- Chairman, University Ad Hoc Committee on Compensated Outside Services (1979)
- Member, University Subcommittee for Southern Association Accreditation (1979-1980)
- Member, University Ad Hoc committee on Graduate Retention Standards (1979)
- Member, University Economic Affairs Committee (1978-1979)
- Member, School of Business Undergraduate Curriculum Committee (1976-1977)

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