Biography

Cecil Bozarth is a Professor of Operations and Supply Chain Management at the College of Management, N.C. State University. Cecil’s areas of expertise include operations strategy, business process management, and planning and controlling operations processes. He received his PhD from the Kenan-Flagler Business School at UNC-Chapel Hill. Prior to that, he was a systems engineer at IBM.

Professor Bozarth has won teaching awards at the college and university level, and is co-author of the book *Introduction to Operations and Supply Chain Management*, published by Prentice-Hall. His research has appeared in *the Journal of Operations Management, Decision Sciences, International Journal of Operations and Production Management*, and *Production and Operations Management*, and he serves as an associate editor for the *Journal of Operations Management*.

Cecil has also received N.C. State University’s Outstanding Extension Service Award for his work with the business community. His consulting and executive education experience cuts across a wide range of companies, including ABB, Accenture, Bayer, Deloitte Touche Tohmatsu, Duke Energy, IBM, GSK, and BlueCross BlueShield of North Carolina.

Core Research Areas

Operations and supply chain strategy; business process management; production planning and control; services fulfillment.

Education

1988 – 1992 **University of North Carolina at Chapel Hill.** Received Ph.D. in Business Administration, specializing in Operations Management.

1986 - 1988 **Georgia State University.** Atlanta, Georgia. Received Masters of Science in Decision Sciences, Applied Statistics.

1980 - 1984 **University of Georgia,** Athens, Georgia. Received BBA in Management Sciences. Graduated *cum laude* with general honors.
Professional Experience

2010 -  
**North Carolina State University**, Raleigh. Professor of Business Management, College of Management.

1998 - 2010  
**North Carolina State University**, Raleigh. Associate Professor of Business Management, College of Management.

Spring, 2003  
**The Darden School, University of Virginia**, Charlottesville. Visiting Professor.

1992 - 1998  
**North Carolina State University**, Raleigh. Assistant Professor of Business Management, College of Management.

1984 - 1988  
**IBM**, Atlanta, Georgia. Systems Engineer with primary responsibility for hardware and software planning, and ongoing support of large-scale systems customers.

Articles in Refereed Journals


**Papers under Review and Completed Manuscripts**


**Books & Related Material**


**Conference Proceedings & Presentations**


"Evaluating the ERP decision and implementation process at three firms", *17th International Conference on Production Research* (2003).


**Recent Research Projects**

CAT DFOF (Design for Order Fulfillment), with J. McCreery and R. Handfield. The purpose of this study was to 1) identify the impact of new product design complexity on order fulfillment performance, and 2) mechanisms for controlling complexity in the new product development process. Reported out to CAT in Spring, 2007.

CAT Education Roadmap, with S. Edwards. The purpose of this study was to develop a model and tools for 1) identifying the education needs of SCM personnel, and 2) identifying and closing gaps within the various educational offerings opened to CAT. Two key deliverables were provided in 2006.
Invited Articles


Guest Editorships


*Academy of Management* special research forum on managing in the new millennium (2000).

Invited Presentations

"ERP systems and trends in supply chain-related IS investments", The Darden School, University of Virginia (2003).

"Supply chain management research and teaching at NC State's College of Management", Triangle APICS Chapter (2003).


"OM past, present and future - Past chairs share their wisdom and counsel", OM Division 30th anniversary celebration, *Academy of Management Meeting* (2002).

"Integrating ERP systems into the classroom", Workshop on teaching supply chain management. The Darden School, University of Virginia (2001).


"A value-chain model of manufacturing systems: Capturing the effects of customization on organization design, technology choice, and performance objectives." Kenan-Flagler Business School, University of North Carolina at Chapel Hill (1999).


**Published Interviews**

"More pencils, books forecast in supply chain: Academic and corporate supply chain organizations partner to prepare the managers of tomorrow' by Maria Varmazis, *Purchasing*. September 1, 2005.


**Funded Research Projects**


"Manufacturing focus in North Carolina automotive-related plants." Research funded by NCSU Faculty Development and Research Grant program (1995).

**Other Scholarly Contributions**


Scholarly and Professional Recognition

Leadership

- Division Chair, Operations Management Division of the Academy of Management (1999-2000)
- Program Chair, Operations Management Division, Academy of Management National Meeting (1998).
- Education Chair, Tarheel Chapter of the Council of Logistics Management (1997-2000).
- Secretary and Newsletter Editor for the Operations Management Division, Academy of Management (1994-1997).

Editorial Positions

- Associate Editor, Journal of Operations Management (1998 -).

Professional Recognition Awards

- Academy of Outstanding Teachers (2008)
- Award for excellence in undergraduate and graduate teaching, Business Management Department (2002).
- 2001 Apex Award for Education and Information Video and Electronic Publications for a CD-based course on "Advanced Supply Chain Management" for APICS
- Recognized by APICS as a Subject Matter Expert (SME) in the area of Supply Chain Management.
Scholarly Recognition / Awards

• AACSB National Doctoral Fellowship Program Honorable Mention (1988).
• UNC Business School Merit Assistantship (1988).

Reviewer Positions

• *Journal of Operations Management*
• *Decision Sciences*
• *Production & Operations Management Journal*
• *International Journal of Operations and Production Management*
• *International Journal of Production Economics*
• *Transportation Sciences*
• *Omega*
• Decision Sciences Institute (DSI) National Meeting
• Academy of Management National Meeting
• Institute for Operations Research & Management Science (INFORMS) National Meeting

Professional Society Memberships

• Academy of Management (AOM)
• American Production and Inventory Control Society (APICS)
• Decision Sciences Institute (DSI)
• Production and Operations Management Society (POMS)

Selected Outreach Activities

• **IMD and Deloitte Touche Tohmatsu.** In 2009, developed a course for DTT consultants covering the fundamental aspects of organization structure, performance measurement systems, and business process management.

• **BlueCross BlueShield of North Carolina.** Through the College of Management’s executive education program, developed and am teaching in 2008 and 2009 three 6-day courses on service operations management to BCBSNC managers, directors and vice president. In addition, in 2009, developed and taught a service operations course to BCBSNC team leaders.

• **Caterpillar.** Project leader on a project aimed at developing an education roadmap for CAT's BCP Division (2005 - ).
• **GSK.** Developed and taught a distance education course in Collaborative Planning, Forecasting and Replenishment (CPFR) for GSK's CPFR group (2005).

• **GSK.** With the assistance of graduate students in the BUS 572 course, performed an assessment of the information flows supporting the CPFR Group (2004).

• **Bayer Biological Products.** Worked with management team to develop a strategy for implementing Sales & Operations Planning process within the business unit (2003).

• **Duke Power, Progress Energy, and Sonoco.** With the assistance of graduate students in the BUS 572 course, did a detailed assessment of the ERP decision and implementation processes at the above three firms. Results were shared with management via customized reports (2002).

• **GKN.** Performed analysis of consolidated distribution center strategy for AI Division (2001).

• **ABB T&D Division.** Helped develop and implement a manufacturing strategy development tool for an ABB internal consulting group (2001)

• **Bayer Pharmaceuticals.** Taught course in operations management to first-line managers (2000).

• Provided tailored research findings to 19 companies participating in study on manufacturing focus in North Carolina automotive-related plants (1995).

• **Troxler Electronic Laboratories.** Provided management with a strategic and financial evaluation of a capital purchasing decision in the manufacturing area (1994).

• **Timberlyne Cabinet Company.** Studied the impact of changes in the manufacturing process on the customer base (1993).

• **Daimler Benz.** At the request of the North Carolina Chamber of Commerce, estimated inbound logistics cost for potential site in Greensboro, NC. Results were presented and given to Daimler Benz representatives (1993).

• **IBM.** Taught two sections of the "Introduction to Operations Management" to IBM employees as part of NCSUIIBM degree program (1992-1993).


**Selected Committee, Administrative, and Special Assignments**
• Undergraduate Curriculum Committee (2006 -; Chair 2008 -)
• AACSB College Committee representative
• COM Committee defining AACSB standards for academically qualified faculty (2006).
• Area Coordinator, Department of Business Management (2003 - 2005)
• Business Management Strategic Planning Committee (2003 - 2005)
• Taskforce member, proposal to Sloan Foundation for a NCSU-based furniture industry center (2002).
• Graduate Symposium track chair (2002)
• AACSB committee (1999-2000).
• University Subcommittee on Scholarly Communication, University Library Committee (1997-1999).
• University-wide subcommittee on University Effectiveness (1992-1993).

Selected Teaching Activities /Course Improvement Efforts

• 1st instructor in the region to integrate actual ERP system into course (2000).
• Developed the COM's first process-oriented business course (BUS 201, 1994).
• One of first two instructors in COM to offer completely web-based business course (1997).
• As part of an APICS-appointed team, developed gratis a CD-based course on Advanced Supply Chain Management (1998-2001).

Academic Advising Activities

Served as a chair or faculty advisor for the following:

Nirmit Desai, Ph.D. in Computer Science (2008)
Gaurav Shah, IMSE (2006)
Pratik Jhanb, IMSE (2006)
Sanjiv Raman, IMSE (2006)
Tim Trainor, Ph.D. in Industrial Engineering (2000)
Lashawnda Mckinnon, Master of Textiles (2000)
Stefan Kuehnen, Masters of Textiles (1999)
Chris Carnpagna Master of Science in Management (1997; Practicum chair)
Gino Camphanolo, Master of Textiles (1994)
Steve Edwards, Master of Science in Management (1996)
Mark Fuqua, Master of Science in Management (1994)
Bibi Haddad, Master of Science in Management (1993)
Helmut Hergeth Master of Textiles (1993)
Jim Kardos, Master of Science in Management (1996; Practicum chair)
Zahkia Serhaui, Master of Science in Management (1997; Practicum chair)
Jim Springer, Master of Science in Management (1995; Thesis chair)
Stephen Vanderhood, Master of Science in Management (1993)