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Program Director, Master of Business Analytics
Director, Centre of Excellence in Big Data and Analytics Leadership,
Schulich Executive Education Centre, York University
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Education

2000 – 2005 Ph.D in Operations, Technology and Innovation Management
Kenan-Flagler Business School, The University of North
Carolina, Chapel Hill, North Carolina, U.S.A.

Dissertation: “*Managing for Adaptivity in the Supply Chain Base:
Strategic Choices for Manufacturers*”

1998 – 2000 Master of Business Administration
Bilkent University, Ankara, Turkey.

1994 – 1998 B.Sc., Civil Engineering
Middle East Technical University (METU), Ankara, Turkey.

Academic Experience

2019 – Present Founding Program Director, Master of Management in Artificial
Intelligence, Schulich School of Business, York University,
Toronto, Canada

2017 – Present Founder of the Deloitte – Schulich Cognitive Analytics &
Visualization Lab (<http://yfile.news.yorku.ca/2017/10/02/new-lab-at-schulich-focused-on-business-analytics/>)

2012 – Present Founding Program Director, Master of Business Analytics,
Schulich School of Business, York University, Toronto, Canada

2009 – Present Associate Professor

- Operations Management
- Supply Chain Management
- Management Science: Modeling and Analysis
- Statistical Research Methods in Operations Management

Schulich School of Business, York University,

Toronto, Canada

2009 – 2010 Associate Program Director, International MBA Program
Schulich School of Business, York University,
Toronto, Canada

2004 – 2009 Assistant Professor
Schulich School of Business, York University,
Toronto, Canada

Teaching

Executive Education

2012 – 2016 **Managerial Decision Analysis**, Kellogg-Schulich Executive MBA
Program, Kellogg Business School, Northwestern University and
Schulich School of Business, York University

2016 – Present **Director of the Centre of Excellence in Big Data and Analytics
Leadership**, Schulich Executive Education Centre, York University

Master's Level

2018 – Present **MBAN 6090 Analytics Consulting Project**, Master of Business
Analytics, Schulich School of Business, York University

2012 – 2016 **OMIS 6000 Operations Research**, MBA Program, Schulich School of
Business,

2013 – 2018 **MBAN 6400 Multivariate Business Analytics**, Master of Business
Analytics, Schulich School of Business, York University

PhD Level

2017 – 2018 **OMIS 7100 Selected Topics in Operations Management**, PhD
Program, Schulich School of Business, York University

2011 – 2012 **DCAD 7250 Research Design**, Schulich School of Business, PhD
Program, Schulich School of Business, York University

2009 – 2018 **OMIS 7300 Empirical Research Methods in Operations
Management**, PhD Program, Schulich School of Business, York
University

Undergraduate Level

2008 – 2010 **OMIS 4565 Supply Chain Management**, Schulich School of Business, York University

2007 – 2008 **OMIS 2010 Management Science: Modeling and Analysis**, Schulich School of Business, York University

2005 – 2006 **OMIS 3010 Management Science: Modeling and Analysis**, Schulich School of Business, York University

2003 – 2004 **BA 130 Operations Management**, Kenan-Flagler Business School, University of North Carolina at Chapel Hill

Refereed Publications, Grants and Presentations

Refereed Research Publications

Ahmed, M.U., **Kristal, M.M.**, Pagell, M, Gattiker, T. 2019. Building High Performance Supply-chain Relationships for Dynamic Environments, **Business Process Management Journal**, upcoming.

Ahmed, M.U., Pagell, M., **Kristal, M.M.**, Gattiker, T. 2019. Micro-Foundations of Supply Chain Integration: An Activity-Based Analysis, **Logistics**, upcoming.

Zhu, M., Chen, M., **Kristal, M.M.** 2018. Modeling the impacts of uncertain carbon tax policy on maritime fleet mix strategy and carbon mitigation, **Transport**, 33(3), 707–717.

Ahmed, M.U., **Kristal, M.M.**, Pagell, M, Gattiker, T. 2017. Towards A Classification of Supply Chain Relationships: A Routine Based Perspective, **Supply Chain Management: An International Journal**, 22(4), 341–374.

Sawaya, W.J., Pathak, S.D., **Kristal, M.M.** Day, J.M. 2015. Sensing abnormal resource flow using adaptive limit process charts in a complex supply network, **Decision Sciences**, 46(5), 961 – 979.

Ahmed, M.U., **Kristal, M.M.** Pagell, M. 2014. Impact of operational and marketing capabilities on firm performance: Evidence from economic growth and downturns. **International Journal of Production Economics**, 154, 59–71.

Pagell, M., **Kristal, M.M.** 2011. Is the supply chain management file drawer empty? **The Journal of Supply Chain Management**, 47(4), 3–10.

Kristal, M.M., Pagell, M., Yang, C., Sheu, C. 2011. Are supply chain management theories culturally constrained? An empirical assessment, **Operations Management Research**, 4(1-2), 61–73.

Kristal, M.M., Huang, X., Schroeder, R.G. 2010. Effect of quality management practices on mass customization capability, **International Journal of Operations and Production Management**, 30(9), 900–922.

Kristal, M.M., Roth, A.V., Huang, X. 2010. The Effect of an ambidextrous supply chain strategy on combinative competitive capabilities and business performance **Journal of Operations Management**, 28(5), 415–429.

Huang, X., **Kristal, M.M.,** Schroeder, R.G. 2010. The impact of organizational structure on mass customization capability: A contingency view, **Production and Operations Management**, 19(5), 515–530.

Jayanthi, S., Roth, A.V., **Kristal, M.M.,** Roth, L.C., 2009. Strategic resource dynamics of manufacturing firms, **Management Science**, 55 (6), 1060–1076

Huang, X., **Kristal, M.M.,** Schroeder, R.G. 2008. Linking learning and effective process implementation to mass customization capabilities, **Journal of Operations Management**, 26(6), 714–729.

Johnston, D.A., **Kristal, M.M.** 2008. The climate for supply chain cooperation: The impact of buyer and supplier beliefs on behavior, **International Journal of Operations and Production Management**, 28(9), 875– 898.

Menor, L., **Kristal, M.M.,** Rosenzweig E. 2007. Examining the influence of operational intellectual capital on capabilities and performance, **Manufacturing & Service Operations Management**, 9(4), 559–578.

Pathak, S.D., Day, J.M., Nair, A., Sawaya, W.J., **Kristal, M.M.** 2007. Complexity and adaptivity in supply networks: Building supply network theory using a complex adaptive systems perspective, **Decision Sciences**, 38(4), 547–580.

Research Grants

Kristal, M.M. 2014. Developing Business Analytics Capability for Competitive Advantage, SSHRC Insight Development Grants Competition (\$73,394 CAD).

Published Research Books

Roth, A. V., Schroeder, R., Huang, X., **Kristal, M.M.** 2008. *Measurement Scales for Operations Management*, Sage Publications, Thousand Oaks, CA.

Refereed Academic Conference Presentations

Ahmed, M.U., **Kristal, M.M.,** Pagell, M. 2012. The Impact of functional importance and capability during growth and recession: Operations and marketing compared, POMS Annual Meeting, Chicago, IL (published at the conference proceedings).

Johnston, D.A., **Kristal, M.M.** 2007. Differences between buyer & supplier beliefs about strategy in cooperative relationships, EUROMA Annual Meeting, Ankara, Turkey.

Kristal, M.M., Roth, A.V. 2005. Effect of supply chain adaptivity on combinative competitive capabilities and business performance, Academy of Management Annual Meeting, Honolulu, HI.

Kristal, M.M., Roth, A.V. 2005. Measurement of supply chain base adaptivity, MSOM Annual Meeting, Evanston, IL.

Kristal, M.M., Roth A.V., Swaminathan, J. 2003. Effect of product variety and technology on manufacturing performance: Evidence from the semiconductor industry, Academy of Management Annual Meeting, Seattle, WA.

Non-Refereed Academic Conference Presentations

Furman, E., Diamant, A., **Kristal, M.M.** Customer Acquisition and Retention: A Fluid Approach For Staffing, CORS Annual Meeting, Halifax, NS, 2018

Ting, C., **Kristal, M.M.,** Menor L. Digital Transformation in Retail Banking: The role of digital transformed new service development, POMS Annual Meeting, Houston, TX, 2018

Onder, O., Diamant, A., **Kristal, M.M.** Evaluating the Impact of Enhanced Process Quality on Various Hospital Settings, POMS Annual Meeting, Houston, TX, 2018

Johnston, T., **Kristal, M.M.,** Biehl, M., Kaminer, O., Joshi, A. Supplier environmental investment strategies, buyer actions and plant performance, POMS Annual Meeting, Atlanta, GA, 2014

Ahmed, M.U., **Kristal, M.M.,** Pagell, M. The Impact of functional importance and capability during growth and recession: Operations and marketing compared, Decision Sciences, San Francisco, CA, 2012

Ahmed, M.U., **Kristal, M.M.,** Pagell, M. The Impact of functional importance and capability during growth and recession: Operations and marketing compared, Decision Sciences, Boston, MA, 2011

Sawaya, W.J., Pathak, S.D., Day, J., and **Kristal, M.M.,** Utilizing adaptive limit control charts to identify significant events in supply networks. POMS Annual Meeting, Reno, NV, 2011

Day, J.D., **Kristal, M.M.,** Pathak, S.D., Sawaya, W.J. Adaptive inventory management: Lessons from a humanitarian aid setting, DSI Annual Meeting, New Orleans, LA, 2009.

Johnson, T., Roth, A.V., **Kristal, M.M.** Supply chain absorptive capacity, DSI Annual Meeting, New Orleans, LA, 2009.

Kristal, M.M., Roth, A.V., The effect of an ambidextrous supply chain strategy on operations agility and business performance, POMS Annual Meeting, La Jolla, CA, 2008.

Huang, X., **Kristal, M.M.,** Schroeder, R.G., The impact of organizational structure on mass customization capability: A contingency view, POMS Annual Meeting, La Jolla, CA, 2008.

Kristal, M.M., Huang, X., Rungtusanatham, M., Schroeder, R.G., An exploratory study of business performance of customizers, POMS Annual Meeting, La Jolla, CA, 2008.

Kristal, M.M., Roth, A.V., Effect of adaptive supply chain learning on strategic agility and business performance, INFORMS Annual Meeting, Seattle, WA, 2007.

Huang, X., **Kristal, M.M.,** Schroeder, R.G., Effect of total quality practices on mass customization, POMS Annual Meeting, Dallas, TX, 2007.

Johnston, D.A., **Kristal, M.M.,** Exploration and exploitation in buyer-supplier relationships, POMS Annual Meeting, Boston, MI, 2006.

Acur, N., **Kristal, M.M.,** The effect of the alignment between NPD capabilities, supply chain and manufacturing strategies on business performance, POMS Annual Meeting, Boston, MI, 2006.

Kristal, M.M., Roth, A.V. A contingency approach to supply chain base adaptivity, INFORMS Annual Meeting, San Francisco, CA, 2005.

Kristal, M.M., Roth, A.V. Effect of supply chain base adaptivity on business performance, POMS Annual Meeting, Chicago, IL, 2005.

Kristal, M.M., Roth, A.V. Supply chain adaptivity, DSI Annual Meeting, Washington, DC., 2003.

Kristal, M.M., Roth, A.V. Adaptive supply chain networks: From theory to application, INFORMS Annual Meeting, Atlanta, GA, 2003.

Kristal, M.M., Roth A.V., Swaminathan, J. Effect of product variety, complexity and technology on manufacturing performance: Evidence from the semiconductor industry, EURO-INFORMS Annual Meeting, Istanbul, Turkey, 2003.

Kristal, M.M., Roth A.V., Swaminathan, J. An assessment of manufacturing strategies in the semiconductor industry, POMS Annual Meeting, Savannah, GA, 2003.

Kristal, M.M., Roth A.V., Swaminathan, J. Effect of product variety and technology on manufacturing performance: Evidence from the semiconductor industry, INFORMS Annual Meeting, San Jose, CA, 2002.

Awards and Scholarships

Kristal, M.M. Outstanding Paper Award Winner for the article titled “The effect of quality management on mass customization capability” with X. Huang, and R.G. Schroeder at the Literati Network Awards for Excellence 2011.

Kristal, M.M. JOM 2011 Best Paper Finalist for the article titled “The effect of an ambidextrous supply chain strategy on combinative competitive capabilities and business performance” with X. Huang, and A.V. Roth.

Kristal, M.M. Highly Commended Paper Award Winner for the article titled “The climate for supply chain cooperation: The impact of buyer and supplier beliefs on behavior”, with D. Johnston at the Literati Network Awards for Excellence 2009.

Kristal, M.M. Best Dissertation Proposal Award, The International Society of Logistics, SOLE, 2004.

Kristal, M.M. Best Student Paper Award, the Academy of Management, Operations Management Division, 2003.

Kristal, M.M. Finalist in the Juran Fellowship given by The Juran Center for Leadership in Quality at University of Minnesota, 2003.

Kristal, M.M. SAP Doctoral Fellow, UNC-SAP Alliance, 2003.

Kristal, M.M. University scholarship for tuition waiver for MBA from Bilkent University, Ankara, Turkey, 1998–2000.

Academic Services

Doctoral Consortium Co-Chair: 2014 DSI Annual Conference

Associate Program Chair: 2012 DSI Annual Conference

Track Co-Chair: Supply Chain Management Track, for DSI Annual Conference, 2010.

Special Issue Editor with Mark Pagell, and Kate Blackmon for Journal of Supply Chain Management on Non-Significant and Contradictory Results.

Senior Editor for Production and Operations Management Journal

Member of Editorial Review Boards of Decision Sciences, Journal of Supply Chain Management, and Journal of Operations Management.

Academic reviewer for *Manufacturing & Service Operations Management*, *Journal of Operations Management*, *Management Science*, *Decision Sciences Journal*, *International Journal of Operations and Production Management*.

Professional / Industry Experience

2009 - Present	Management Consulting on Business Analytics Private Consulting Practice, Toronto, Canada
1999 – 2000	Civil Aviation and Airport Engineer Directorate General of Civil Aviation of Turkey, Ankara, Turkey
1998 – 1999	Civil Engineer TABAR Construction and Consulting Co., Ankara, Turkey