

Curriculum Vitae

ROGELIO OLIVA

Education

1991-96 **Sloan School of Management, Massachusetts Institute of Technology** Cambridge, MA, USA
Ph.D. in Management. Major: Operations Management/System Dynamics; Minor: Behavioral Sciences.
Dissertation: *A Dynamic Theory of Service Delivery: Implications for Managing Service Quality.*

Research interests: Operations in the service industry, service strategy, operations management, system dynamics, behavioral decision making, large systems change, and system methodologies.

1987-88 **Department of Systems, University of Lancaster** Lancaster, England, UK
M.A. in Systems in Management. Distinction.
Thesis: *A systems study of Department Purpose Analysis in British Telecom: A TQM Implementation.*

1986-87 **Universidad Autónoma de San Luis Potosí** San Luis Potosí, SLP, Mexico
Studied graduate-level courses on macroeconomics and organizational theory.

1981-85 **Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)** Queretaro, Qro., Mexico
B.E. Industrial and Systems Engineering. Distinction; highest GPA in class.

Academic grants and honors

- 1997 Universidad Adolfo Ibáñez. Excellence in Teaching award.
- 1991-95 Consejo Nacional de Ciencia y Tecnología. Mexico. Fellowship to undertake graduate work.
- 1991-93 MacArthur Foundation grant to undertake graduate work.
- 1991 ITESM, Campus San Luis Potosí. Mexico. Nominated for Award for Excellence in Teaching, 1988-91.
- 1987-88 Consejo Nacional de Ciencia y Tecnología. Mexico. Fellowship to undertake graduate work.

Publications

Refereed Publications

- Oliva, R.** Model Calibration as a Testing Strategy for System Dynamics Models. *European Journal of Operational Research*, Vol. 151(3): 552-568, 2003.
- Oliva, R., J. Sterman and M. Giese.** Limits to Growth in the New Economy: Exploring the 'Get Big Fast' Strategy in e-commerce. *System Dynamics Review*, Vol. 19(2): 83-117, 2003.
- Oliva, R. and R. Kallenberg.** Managing the Transition from Products to Service. *International Journal of Service Industry Management*, Vol. 14(2): 160-172, 2003.
- Suarez, F. and **R. Oliva.** Learning to Compete: Transforming Firms in the Face of Radical Environment Change. *Business Strategy Review*, Vol. 13(3): 62-71, 2002.
- Oliva, R. and J. Sterman.** Cutting Corners and Working Overtime: Quality Erosion in the Service Industry. *Management Science*, Vol. 47(7): 894-914, 2001.
- Homer, J. and **R. Oliva.** Maps and Models in System Dynamics: A Response to Coyle. *System Dynamics Review*, Vol. 17(4): 347-355, 2001.
- Oliva, R.** Tradeoffs in Responses to Work Pressure in the Service Industry. *California Management Review*, Vol. 43(4): 26-43, 2001. (Reprinted in *Engineering Management Review*, Vol. 30(1): 53-63, 2002, and in *Managing Human Resources*, Business Fundamentals Series. HBS Publishing, 2002.)
- Keating, E., **R. Oliva**, N. Repenning, S. Rockart and J. Sterman. Overcoming the Improvement Paradox. *European Management Journal*, Vol. 17(2): 120-134, 1999.

Lane, D. and **R. Oliva**. The Greater Whole: Towards a Synthesis of Soft Systems Methodology and System Dynamics. *European Journal of Operational Research*, Vol. 107(1): 214-235, 1998.

Aranda, R., T. Fiddaman and **R. Oliva**. Quality MicroWorlds: Modeling the Impact of Quality Initiatives over the Software Product Life Cycle. *American Programmer*, Vol. 6(5): 52-61, 1993.

Book Chapters

Oliva, R. and R. Kallenberg. Managing the Transition from Products to Services. In Tax, S. et al (Ed.) *Quality in Services: Crossing Boundaries*, Pp. 179-188. Victoria, BC, University of Victoria, 2002.

Oliva, R. The Essence of Service Lies in Focus. In Pickford, J. (Ed.) *Mastering Management 2.0*, Pp. 465-469. London, Financial Times - Prentice Hall, 2001. (Originally published in *Financial Time-Mastering Management* (January 18, 2001): 6-7.)

Keating, E. and **R. Oliva**. A Dynamic Theory for Sustaining Process Improvement Teams in Product Development. In Beyerlein, M. (Ed.) *JAI Series on Advances in the Interdisciplinary Study of Work Teams*, Vol. V, Pp. 245-281. JAI Press, 2000.

Oliva, R., S. Rockart and J. Serman. Managing Multiple Improvement Efforts: Lessons from a Semiconductor Manufacturing Site. In Fedor, D. and S. Ghosh (Eds.) *Advances in the Management of Organizational Quality*, Vol. III, Pp. 1-55. JAI Press, 1998.

Oliva, R. El Sistema de Actividad Humana como Lenguaje de Modelación: Ontología y Epistemología Sistémica. In Cárdenas, R., L. Guerra, R. Oliva and C. Olmedo (Eds.) *Lecturas para Fundamentos de Ingeniería de Sistemas*. Monterrey, NL Mexico: Publicaciones ITESM, 1990.

Oliva, R. Conceptos de Control en Modelos de Sistemas. In Cárdenas, R., L. Guerra, R. Oliva and C. Olmedo (Eds.) *Lecturas para Fundamentos de Ingeniería de Sistemas*. Monterrey, NL Mexico: Publicaciones ITESM, 1990.

Working Papers

Oliva, R. "Model Structure Analysis Through Graph Theory: Partition Heuristics and Feedback Structure Decomposition." Harvard Business School Working Paper 04-016. (Accepted for publication in the *System Dynamics Review*).

Oliva, R., and F. Suarez. "Economic Reforms and the Competitive Environment of Firms." Harvard Business School Working Paper 03-084.

Suarez, F., and **R. Oliva**. "Environmental Change and Organizational Transformation." Harvard Business School Working Paper 03-085. Submitted to the *Academy of Management Journal*.

Course Development Materials

Oliva, R., and H.K. Bowen "Align Technology, Inc., TN." Harvard Business School Teaching Note 604-105.

Oliva, R., E. Keating, and J. Quinn. "AT&T's Transmission Systems Business Unit (A), (B) and (C)" Harvard Business School Cases 604-098, 604-099, and 604-100.

Oliva, R. "AT&T's Transmission Systems Business Unit (A), (B) and (C), TN" Harvard Business School Teaching Note 604-102.

Oliva, R. and J. Quinn. "Interface's Evergreen Services Agreement" Harvard Business School Case 603-112.

Oliva, R. and J. Quinn. "SIG Beverages (A) and (B)" Harvard Business School Cases 603-018 and 603-019.

Oliva, R., J. Hoffer Gittell, and D. Lane. "Southwest Airlines in Baltimore, and (Supplement)" Harvard Business School Case 602-156 and 602-157.

Oliva, R. "Southwest Airlines in Baltimore, TN" Harvard Business School Teaching Note 603-055.

Oliva, R. and S. Wright. "Building Service, Driving Profits interactive simulation, TN" Harvard Business School Teaching Note 801-483.

Oliva, R. *Learning Curve for Service Organizations*. Web-based instructional simulator. Forio Business Simulations. <http://broadcast.forio.com/sims/rotest/>.

Oliva, R. "Learning from Simulations: Guidelines for the Building Service, Driving Profits interactive simulation" Harvard Business School Supplement 800-248.

Oliva, R. *Service Quality MicroWorld*. Software & Briefing Book. Available from GKA Inc., Cambridge, MA 02140, 1994.

Academic Employment

Teaching

- 2004- *Mays Business School, Texas A&M University* *College Station, TX, USA*
Associate Professor.
- 1998-04 *Graduate School of Business Administration, Harvard University* *Boston, MA, USA*
Assistant Professor Graduate courses for MBA program. Courses: Service management (elective), and Technology and operations management (required).
- 1996-97 *Escuela de Negocios de Valparaiso, Universidad Adolfo Ibáñez* *Viña del Mar, Chile*
Associate Professor Graduate courses for MBA International and MBA Executive Programs. Courses: Operations management, Operations strategy, Information systems, and System dynamics.
- 1992-95 *Sloan School of Management, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Teaching Assistant Graduate-level course on Total Quality Management for joint program between the management and engineering schools. Planned and taught selected classes.
- 1988-91 *Instituto Tecnológico y de Estudios Superiores de Monterrey* *San Luis Potosi, SLP, Mexico*
Assistant Professor Undergraduate courses for Industrial and Systems Engineering program. Courses: Systems engineering, systems in organizations, information systems.
- 1990 *School of Engineering, Universidad Autónoma de San Luis Potosí* *San Luis Potosi, SLP, Mexico*
Visiting Professor Graduate course on systems analysis and design.
- 1986-87 *Instituto Tecnológico y de Estudios Superiores de Monterrey* *San Luis Potosi, SLP, Mexico*
Lecturer Undergraduate courses in Industrial and Systems Engineering program. Courses: Project management, systems in organizations, and systems engineering.

Course development

- 1997 *Escuela de Negocios de Valparaiso, Universidad Adolfo Ibáñez* *Viña del Mar, Chile*
Shared responsibility for the design of the MBA International program curricula.
- 1991 *ITESM System* *Mexico*
Responsible for the syllabus design and preparation of teaching materials for the introductory course on Systems Engineering for the whole ITESM System (26 campi nationwide). The material was presented to the Institute's professors in two one-week workshops.

Instructing professionals

- 1998-04 *Graduate School of Business Administration, Harvard University* *Boston, MA, USA*
Achieving Breakthrough Services Executive Education Program (Latin America 98-03, Europe 2002). Building Competitive Advantage through Operations (01-03).
- 1997 *Escuela de Negocios de Valparaiso, Universidad Adolfo Ibáñez* *Viña del Mar, Chile*
Taught system dynamics and operations management in customized and open-enrollment courses for South American Executives.
- 1993-95 *Sloan School of Management, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Taught system dynamics to mid-career professionals in MIT's Senior Executive and Summer Session programs.
- 1993-95 *The Bay State Skills Corporation* *Boston, MA, USA*
Design and delivery of introductory workshop to system dynamics for the Software Council Fellowship Program (3 workshops per year).
- 1989-91 *Instituto Tecnológico y de Estudios Superiores de Monterrey* *San Luis Potosi, SLP, Mexico*
Instructor in joint program between Ford Motor Co. and ITESM to train managers and technicians of Mexican Ford supplying firms in Statistical Process Control.

Academic administration

- 1999-04 *Graduate School of Business Administration, Harvard University* *Boston, MA, USA*
Served in the Faculty Advisory Board for the Latin American Research Center (Global Initiative Task Force), and the Faculty Admissions Advisory Committee.
- 1997 *Escuela de Negocios de Valparaiso, Universidad Adolfo Ibáñez* *Viña del Mar, Chile*
Served in the advisory board for the MBA International program. Responsible for curriculum design, admission policies, and overall running of program.
- 1988-91 *Instituto Tecnológico y de Estudios Superiores de Monterrey* *San Luis Potosi, SLP, Mexico*
Head of the Industrial and Systems Engineering Program Responsible for curriculum design and coordination of undergraduate program with ~120 students.

Research positions

- 1995-96 *System Dynamics Group, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Research Assistant / Postdoctoral Fellow Research project funded by the NSF and partner corporations to explore the determinants of sustainable improvement programs.
- 1992-94 *Organizational Learning Center, Massachusetts Institute of Technology* *Cambridge, MA, USA*
Research Assistant / Project Manager Design, management and implementation of project with FedEx Corp. to generate new ways to serve key corporate customers.
- 1990-91 *Center for Quality Management, ITESM* *Monterrey, NL, Mexico*
Researcher Implementation of total quality management systems in manufacturing and service firms. Design and development of teaching materials for joint program between Ford Motor Co. and ITESM for the training of Mexican Ford suppliers in project management techniques.

Academic Services

Member of the Editorial Advisory Board of Managing Service Quality since 2002.
Member of the Editorial Advisory Board of Revista Empresa since 2002.
Member of the System Dynamics Society Policy Council (1998-2001).
Member of the Advisory Board of the Universidad Adolfo Ibáñez (Santiago, Chile) since 1998.
Member of the Advisory Board of the Universidad Católica Boliviana (La Paz, Bolivia) since 2001.
Referee for International System Dynamics Conference (2000-03).
Conference Session Chair. International System Dynamics Conference (1997, 2000-01).
Ad hoc reviewer for Management Science, System Dynamics Review, California Management Review, Academy of Management Journal.

Other professional experience

- 1993- *Independent Consultant*
Service strategy and improvement processes; development of system dynamics models; design and facilitation of organizational change and learning processes. Clients: (partial) Hewlett Packard de México, S.A., Grupo Santander (Chile), A.T. Kearney, Inc., Light Truck Division of Ford Motor Co., Federal Express, Corp., Athenahealth, Gobierno del Estado de Guanajuato (Mexico), SIG (Switzerland).
- 1999- *Advisory Boards*
Vineyard Christian Fellowship Metrowest, Framingham, MA (2003-04).
Quaxar, Miami, FL (1999-). E-business consultants –strategy, marketing and development– focusing on Latin American market.
MyAlfred.com, Mexico city, Mexico (1999-01). Comparison shopping site with presence in Argentina, Brazil and Mexico.
- 1990-91 *Mission Tile, S.A. de C.V. (Tile factory)* *San Luis Potosi, SLP, Mexico*
Founding Partner Tile factory to export to the US market. Responsible for the design and specification of manufacturing process, equipment acquisition and plant construction.

- 1988 *British TELECOM, Westminster District (Telecommunications)* *London, England, UK*
Assistant to the Organizational Development Team Responsible for the design and testing of the methodological approach for the introduction of total quality management techniques and ethos in the District's operations. (MA Thesis).
- R.A.M.,S.A. (Steel Foundry)* *San Luis Potosi, SLP, Mexico*
- 1986-87 **Process Control Manager** Responsible for the implementation, operation and improvement of quality assurance activities and statistical process control.
- 1985-86 **Systems Manager** Responsible for the analysis, design and implementation of logistics and financial systems – e.g., production control & programming (made-to-order system with more than 10,000 products), material requirements planning, cash flow control.

Additional information

Born on April 19, 1963 in Cd. Valles, SLP, Mexico.

Married to L. Susana Ortiz; children: Alejandra (11), Beatriz (9), and Rogelio (7).

Studied all pre-college education in Mexico with the exception of 7th grade (1975-76) – New Knoxville, OH, USA.

Citizenship: Mexico & USA.

July, 2004