

List of undergraduate courses taught and their enrollment; the student retention rate in each of the listed courses:

Quarter	Class	Enrollment	Retained	% Retained
Fall 2018	MGMT 333	30	27	90%
	MGMT 476	35	34	97%
Spring 2018	MGMT 333	60	47	78%
	MGMT 477	53	53	100%
Winter 2018	MGMT 333	60	55	92%
	MGMT 333	70	65	93%
Fall 2017	MGMT 476	34	33	97%
Spring 2017	MGMT 477	35	34	97%
Winter 2017	MGMT 333	99	89	90%
Fall 2016	MGMT 476	29	26	90%
Spring 2016	MGMT 477	34	34	100%
Winter 2016	MGMT 333	73	67	92%
Fall 2015	MGMT 333	50	42	84%
	MGMT 476	17	15	88%
Spring 2015	MGMT 477	26	26	100%
Winter 2015	MGMT 333	73	63	86%
Fall 2014	MGMT 333	50	40	80%
	MGMT 476	10	10	100%

Summary Student Evaluations:

Quarter	Class	Student Summary Evaluation
Winter 2018-2019	MGMT 333	3.7
Fall 2018-2019	MGMT 333	3.7
Fall 2018-2019	MGMT 476	3.4
Spring 2017-2018	MGMT 333	3.2
Spring 2017-2018	MGMT 477	3.6
Winter 2017-2018	MGMT 333	3.6
Winter 2017-2018	MGMT 333	3.6
Fall 2017-2018	MGMT 476	3.5
Spring 2016-2017	MGMT 477	3.8
Winter 2016-2017	MGMT 333	3.7
Fall 2016-2017	MGMT 476	4.0
Spring 2015-2016	MGMT 477	3.7
Winter 2015-2016	MGMT 333	3.6
Fall 2015-2016	MGMT 333	3.9
Fall 2015-2016	MGMT 476	4.0
Spring 2014-2015	MGMT 477	4.0
Winter 2014-2015	MGMT 333	3.8
Fall 2014-2015	MGMT 333	3.8
	MGMT 476	4.0

Statement of beliefs concerning the significance of undergraduate teaching within the overall mission of Louisiana Tech.

Two words in the Louisiana Tech Mission Statement are reflected in my undergraduate teaching philosophy, “quality” and “challenging”. Students deserve a quality learning environment and, while I am a strong believer in a liberal arts component, I believe that students taking business classes deserve an education that is specific to their desired career and will do two things. First of all, give them the knowledge needed to land a desirable job and secondly prepare them to be successful in their chosen business career. Ideally, a business educator will have actual experience corresponding to classes he/she teaches, and doesn’t just repeat something he/she read in a book. I spent ten years in industry as an inventory analyst, a production scheduler, a steel buyer and supervisor of a production control department dealing with scheduling and logistics (positions that many of our Sustainable Supply Chain Management majors attain upon graduation) This has provided me with a large degree of credibility with the undergraduate business students and gives me the ability to relate “real world” stories from my own experiences that bring life and reality to their undergraduate business education.

Student retention is low or almost non-existent in the supply chain major classes but the real challenge for me occurs in MGMT 333 Operations Management, an introductory class that all business majors (except accounting majors) are required to take. Retention is more difficult in these classes because of the difficulty of the material and the larger sizes of the classes. Even though much of the material is “straight-forward” math problems, I challenge the students by taking a Socratic approach and rather than just presenting the procedure for working through problems I try to guide them in such a way that *they* “figure out” what they next step should be and why. That way they understand the concepts and don’t just memorize the processes. I also challenge the students to function as adults and be accountable for their work. I don’t diminish students’ grades for absenteeism, hence, attendance is at the students’ discretion (I do call the roll every class as required by University policy). Unfortunately, every quarter finds some students displaying poor attendance and having to repeat the class but having learned a valuable lesson about being responsible for oneself. One student writing on the website [ratemyprofessors.com](http://ratemyprofessors.com) gave me a rating of “1” or awful. The reasons given were (1) we never get out of class early and (2) no bonus points to bring up your grade. Some students take longer than others to learn responsibility but I see it as part of challenging students and a basic part of an undergraduate education.

## Description of an important innovation made in undergraduate teaching

SAP is an enterprise resource planning software used by thousands of companies around the world (I leave it as SAP rather than spelling it out because it is a German name). An enterprise resource system is software consisting of different modules (e.g., Logistics, Accounting, Human Resources, Information Systems) that allows companies to do almost any task required and links it with all computers in the system. For example, according to Bruce DeLeon, a Tech graduate responsible for implementing SAP at Exxon, Exxon has 100,000 computers worldwide that are linked by this system, eliminating the need for data entry of the same information multiple times. He also related that the implementation cost Exxon one billion dollars. My point being that this is a significant entity. A number of years ago I adopted the use of this innovation in three of our undergraduate Sustainable Supply Chain Management classes. This gives our students familiarity with the system, giving them an edge over students from other universities when entering the job market. I try to attend each Career Day and make it a point to talk to recruiters and ensure that they are aware that our students have this experience. Upon hearing about this many recruiters reply “that’s what we use.” One student was even hired by IBM to be trained as an SAP specialist. I believe that we are the only university in Louisiana that is currently offering this innovation to their undergraduate students.

While only one of these papers is pedagogical in nature, they do reflect the congruence of my research with undergraduate teaching. Again, I believe undergraduate educators need to bring something to the classroom other than what they read in a book. My teaching focus is on supply chain management in support of the Sustainable Supply Chain Management degree. Note the emphasis on sustainability, a topic that daily increases in importance to businesses. Some of these articles are required reading for the supply chain management class capstone course.

#### **Selected publications relating to supply chain and sustainability**

Green, Kenneth W., Jr., **Inman, R. Anthony**, Sower, Victor E. and Zelbst, Pamela J. 2019, "Comprehensive Operations and **Supply Chain** Model," *Supply Chain Management: An International Journal* (forthcoming).

Birou, Laura, Green, Kenneth W., Jr., **Inman, R. Anthony**, 2019, "**Sustainability** Knowledge and Training: Outcomes and Firm Performance," *Journal of Manufacturing Technology Management*, Vol. 30, No. 2, pp. 294-311.

Green, Kenneth W., Jr., **Inman, R. Anthony**, Sower, Victor E., and Zelbst, Pamela J. 2019, "Impact of JIT, TQM and Green **Supply Chain** Practices on **Environmental Sustainability**," *Journal of Manufacturing Technology Management*, Vol. 30, No. 1, pp. 26-47.

**Inman, R. Anthony** and Green, Kenneth W., Jr. 2018, "Lean and **Green** Combine to Impact **Environmental** and Operational Performance," *International Journal of Production Research*, Vol. 56, No. 14, pp. 4802-4818.

Green, Kenneth W., **Inman, R. Anthony**, Birou, Laura, and Whitten, Dwayne. 2014, Total JIT (T-JIT) and Its Impact on **Supply Chain** Competency and Organizational Performance. *International Journal of Production Economics*, Vol. 147, 125-135.

Kenneth W. Green, Dwayne Whitten, and **R. Anthony Inman**, "The Impact of Aligning Marketing Strategies Throughout the **Supply Chain**," *Industrial Marketing Management*, Vol. 41, No. 6, 2012, 1008-1018.

**R. Anthony Inman**, Ryan S. Sale, Kenneth W. Green, Jr. and Dwayne Whitten, "Agile Manufacturing: Relation to Total-System JIT, **Supply Chain** Performance and Organizational Performance," *Journal of Operations Management*, Vol. 29, 2011, 343-355

Kenneth W. Green, **R. Anthony Inman**, and Dwayne Whitten, "The Impact of RFID Technology Utilization on **Supply Chain** Productivity and Organizational Performance." *International Journal of Innovation and Learning*, Vol. 6, No. 2, 2009, 147-162.

Kenneth W. Green, Dwayne Whitten and **R. Anthony Inman**, "The Impact of Logistics Performance on Organizational Performance in a **Supply Chain** Context," *Supply Chain Management: An International Journal*, Vol. 13, No. 4, 2008, 317-327. Over 10,000 reads on Research Gate.

Kenneth W. Green, Dwayne Whitten, and **R. Anthony Inman**, "The Impact of Timely Information on Organizational Performance in a **Supply Chain**." *Production Planning & Control*, Vol. 18, No. 4, 2007, 274-282.

Kenneth W. Green, Jr. and **R. Anthony Inman**, "Using a Just-In-Time Strategy to Strengthen **Supply Chain** Linkages," *International Journal of Production Research*, Vol. 43, No. 16, 2005, 3437-3453.

William P. Bowers and **R. Anthony Inman**, "Aligning Competitive Advantage, Manufacturing Strategy and **Sustainable Development**: The Conceptual Role of Waste Management," *The Southern Business and Economic Journal*, 24(4) Fall, 2001, pp. 227-249 (printed Fall 2002).

**R. Anthony Inman**, "Implications of **Environmental Management** for Operations Management," *Production Planning and Control*, Volume 13, Number 1, January 1, 2002, pp. 47-55. Included in the CSA Civil Engineering Abstracts (200207-80-0374).

William P. Bowers and **R. Anthony Inman**, "**Waste Management** and Organizational Effectiveness: A Resource-Based Conceptualization," *Journal of Applied Management and Entrepreneurship*, Volume 6, Number 3, October 2001, pp. 22-43.

William P. Bowers and **R. Anthony Inman**, "A Taxonomy of **Environmental** Strategies for Manufacturers," *The Southern Business & Economic Journal*, Volume 23, Number 4 (July 2000) pp. 241-262.

**R. Anthony Inman**, "**Environmental Management**: New Challenges for Production and Inventory Managers," *Production & Inventory Management Journal*, Volume 40, Number 3 (1999) pp. 46-49. Reprinted in *The Journal of Enterprise Resource Management*, Volume 4, Fourth Quarter 2000, pp. 51-54.

Kiran Desai and **R. Anthony Inman**, "**Student** Bias Against POM and Manufacturing?" *International Journal of Operations and Production Management*, Volume 14 Number 8, 1994, pp. 70-87.