###### **Fatma Pakdil, MBA, Ph.D.**

###### Eastern Connecticut State University

###### School of Education and Professional Studies

###### Dept. of Business Administration

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| *Education* | | | | |
| **Date** | | **Degree Institution** | | | **Title of dissertation** | | |
| 2002 | Ph.D. | Uludag University School of Business, Turkey The Department of Management | Corporate (Organizational) Performance Improvement in Service Sector and a Proposed Model for Hospitals | | |
|  | **Dissertation Implementation** | Wake Forest University, Baptist Medical Centre and School of Medicine, Winston-Salem, NC | Corporate (Organizational) Performance Improvement in Service Sector and a Proposed Model for Hospitals | | |
| **1996** | **MBA** | Uludag University School of Business  The Department of Management | Total Quality Management in Human Resource Management Applications | | |
| **1993** | B.S. Econometrics | Uludag University School of Business  The Department of Econometrics | Statistical Process Control Applications in Automotive Industry | | |

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| *Academic Positions and Employment History* | | |
| **Date** | **Positions held** | **Organization** |
| August 2015 present | Assistant Professor of Management | Eastern Connecticut State University, Department of Business Administration, CT |
| August 2014 August 2015 | Visiting Professor | Auburn University, Department of Industrial & Systems Engineering, AL |
| June 2013 May 2015 | Full Professor of Management | Baskent University, Department of Industrial Engineering, Turkey |
| January 2013 August 2014 | Chair of the Dept. of Quality Engineering | Baskent University, Institute of Science, Department of Quality Engineering |
| August 2011 August 2012 | Visiting Associate Professor of Management | Indiana University-Purdue University Fort Wayne, IN |
| February 2008 June 2013 | Associate Professor of Management | Baskent University, Department of Industrial Engineering |
| September 2003 February 2008 | Assistant Professor of Management | Baskent University, Department of Industrial Engineering |
| July 2005 August 2005 | Visiting Assistant Professor | Indiana University-Purdue University Fort Wayne, IN |
| February 2001 September 2001 | Visiting Research Scholar | Wake Forest University, School of Medicine, Winston-Salem, NC |
| January 2000 September 2003 | Lecturer | Uludag University, Department of Industrial Engineering |
| February 1994 January 2000 | Quality Assurance Director | Konur Hospital, Bursa |

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| ***Research Areas*** |

Organization and Management, Quality Management, Quality Control, Lean Production and Management, Continuous Quality Improvement, Service Quality, Organizational Behavior, Human Resource Management, Organizational Culture, Quality in Healthcare Organizations

***I. TEACHING AND OTHER LOAD CREDIT ACTIVITY***

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| ***Courses Taught*** |

**a.) UNDERGRADUATE LEVEL**

**ECSU**

1. BUS 363 Introduction to Six Sigma
2. BUS 260 Operations Management
3. BUS 230 Business & Society
4. BUS 366 Lean Production Management
5. Research Reassigned Time for Spring 2017

**Auburn University**

1. BUAL 3600 Business Analytics II

**Baskent University**

1. END 101 Introduction to Industrial Engineering
2. SOS 316 Organizational Behavior
3. SOS 306 Business Administration
4. SOS 330 Management of Healthcare Services
5. END 427 Quality Control
6. END 423 Human Resources Management
7. END 417 Job Evaluation and Compensation Systems
8. SOS 421 Total Quality Management
9. END 491-492 Consulting for Graduate Project

**Uludag University**

1. END 417 Job Evaluation and Compensation Systems
2. SOS 421 Total Quality Management
3. END 427 Quality Control
4. Service Systems

**Indiana University -Purdue University Fort Wayne**

1. W204 Societal, Legal, and Ethical Implications of Business Decisions

**b.) GRADUATE LEVEL**

**Auburn University**

1. INSY 6330 Data Based Decision Making Using Six Sigma (Auburn U)
2. INSY 6336 Data Based Decision Making Using Six Sigma (Online) (Auburn U)

**Baskent University**

1. END 516 Planning and Control in Service Systems (Industrial Engineering Master of Science Program)
2. KAL 503 Total Quality Management (Quality Engineering Master of Science Program)
3. KAL 507 Business Administration (Quality Engineering Master of Science Program)
4. KAL 530 Special Topics in Quality Engineering (Quality Engineering Master of Science Program)

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| *Graduate Theses Supervisions* | | |
| **Student** | **Thesis Topic** | **Institution and year** |
| Burcu Çelebi | The performance evaluation of supply process in an industrial firm in defense industry | Baskent University, Institute of Science, Industrial Engineering Master of Science Program, 2014. |
| Gözde Erkal | A Six Sigma project on the reduction of labor cost of structure part at ROKETSAN A.Ş. | Baskent University, Institute of Science, Quality Engineering Master of Science Program, 2011. |
| Ayşegül Tombak | Solving flashing problems on the production of rubber materials | Baskent University, Institute of Science, Quality Engineering Master of Science Program, 2011. |
| Hasan Aykut Özay | A statistical process control application on PVC door and window production lines | Baskent University, Institute of Science, Quality Engineering Master of Science Program, 2011. |
| Seda Cansız | A simulation-based proposed model for business process management | National Productivity Centre of Turkey, 2010. |
| Özgür Aydın | Reducing the calorific value variation of coal in a power plant | Baskent University, Institute of Science, Quality Engineering Master of Science Program, 2009. |
| Ali Ahmet Temel | Reducing the variation of a special motor pipe cold forming process in a manufacturing firm | Baskent University, Institute of Science, Quality Engineering Master of Science Program, 2009. |
| Hande Temeloğlu | A system suggestion to improve the design of goods and services on the basis of customer expectations | Baskent University, Institute of Science, Industrial Engineering Master of Science Program, 2008. |
| Sezen Öztürk | An implementation of individual performance appraisal system and a design of a decision support system | Baskent University, Institute of Science, Quality Engineering Master of Science Program, 2008. |
| Bilal Ayduran | A proposed compensation system model for Central Bank of Turkey | Central Bank of Turkey, 2008. |

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| ***Undergraduate Research - Capstone – Industry Academic Supervisions*** |

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| **2014-2015** |
| * Endoscopy: Comparing Best Practices and Identifying Improvement for The Kirklin Clinic in Birmingham, Alabama |
| **2013-2014** |
| * Developing a supplier performance management system at a project-based company * A QFD implementation in hotel industry * Reorganizing revision area at ARÇELİK Diswasher Plant in Ankara |
| **2012-2013** |
| * Workload planning in the dept. of quality assurance at ARÇELİK Diswasher Plant in Ankara * Reducing quality characteristics in incoming inspection process in the dept. of quality assurance at ARÇELİK Diswasher Plant in Ankara * Developing supplier performance management system at Aselsan in Ankara |
| **2010-2011** |
| * A proposed model based on Data Envelopment Analysis for supplier performance evaluation system in an automotive supplier organization * A Failure Mode and Effects Analysis (FMEA) application for reducing patient falls at a 600-bed hospital * A Quality Function Deployment (QFD) application for increasing passenger satisfaction in a national passenger transportation company |
| **2009-2010** |
| * Does leanness depend on organizational culture? A view from manufacturing and services firms * A Data Envelopment Analysis application for corporate performance management among university hospitals |
| **2008-2009** |
| * A decision support system for employee recruitment and selection process in KIFAS Orthopedic Wheelchair Manufacturing Co., Ankara * The interaction between organizational culture and organizational structure: A research on the basis of mechanistic and organic organizations * Organizational citizenship behavior in service and manufacturing firms: A comparative research |
| **2007-2008** |
| * The improvement activities on quality control applications in a dishwasher plant * 6 sigma applications in a manufacturing firm * A comparative leadership study on the basis of Fiedler’s Contingency Leadership Approach and Blake and Mouton’s Managerial Grid: An empirical research |
| **2006-2007** |
| * Organizational culture in mechanistic and organic organization structures: is there a difference? * Operating room planning at the hospitals |
| **2005-2006** |
| * 360-degrees performance appraisal systems and an application for manufacturing firms * Solving of operator-based errors (Defects) that cause customer dissatisfaction based on poka-yoke applications * Leadership effects on organizational culture * The SERVQUAL application in Turkish Airlines |
| **2004-2005** |
| * The competency-based performance appraisal systems * The statistical process control applications in length of stay in a cardiology clinic at a public hospital * The statistical process control applications in a dishwasher plant * The determination of the optimum acceptance sampling size in a quality control department on the basis of sampling cost and risk |
| **2003-2004** |
| * How professional commitment effects on organizational commitment and leaving intention * How TQM impacts on corporate performance: an investigation among quality award winners * A national benchmarking database for hospitals |
| **2002-2003** |
| * The impact of employee satisfaction on customer satisfaction in manufacturing firms * Strategic performance management systems in manufacturing firms * The importance of customer satisfaction in service firms * Customer relationships management |
| **2001-2002** |
| * ISO 9000:2000 quality management systems * ISO 9000:1994 quality assurance systems * Balanced Scorecard applications at ROBERT BOSCH Co. Turkey * Individual performance appraisal systems in total quality management * National benchmarking database for hospitals and automobile factories |
| **2000-2001** |
| * Team-oriented performance appraisal systems * EFQM Excellence Model applications in service sector * Hoshin planning applications in service sector * How performance evaluation systems impact on labor productivity |
| **1995-1996** |
| Master’s degree thesis about performance appraisal at hospitals  * Master’s degree thesis about documentation systems in ISO 9000 quality assurance systems |

***II. CREATIVE ACTIVITY***

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| --- | --- |
| |  | | --- | | *Books* |  1. Leonard KM and **Pakdil F**. 2016. The Managers’ ToolKit: Performance Leadership. Business Expert Press   *Peer Reviewed Publications* |

1. Kurtulmuşoğlu FB, **Pakdil F**, 2016. Using QFD for Environmentally Sustainable Hotels: A Combined Analysis of Customer and Manager Point of View, accepted by *European Journal of Tourism Research*.
2. **Pakdil F**, Leonard KM, 2016. Implementing and Sustaining Lean Processes: The Dilemma of Societal Culture Effects, accepted by *International Journal of Production Research*. DOI:

10.1080/00207543.2016.1200761

1. Kurtulmuşoğlu FB, **Pakdil F**, 2016. Combined Analysis of Service Expectations and Perceptions in Lodging Industry through QFD, accepted by *Total Quality Management & Business Excellence*. DOI: 10.1080/14783363.2016.1147945
2. F. B. Kurtulmuşoğlu, **F Pakdil** & K. D. Atalay. 2016. Quality Improvement Strategies of Highway Bus Service Based on a Fuzzy Quality Function Deployment Approach, *Transportmetrica A: Transport Science*, 12(2), 175-202.
3. Z. Özkan, **F Pakdil**, and T. Altuğ. 2015. Accreditation of conformity assessment activities. In S. Dahlgaard-Park (Ed.), *The Sage Encyclopedia of Quality and the Service Economy*. (pp. 2-6). Thousand Oaks, CA: SAGE.
4. **F Pakdil** & F. B. Kurtulmuşoğlu. Gap Model. 2015. In S. Dahlgaard-Park (Ed.), *The Sage Encyclopedia of Quality and the Service Economy.* (pp. 252-255). Thousand Oaks, CA: SAGE.
5. **F Pakdil** & F. B. Kurtulmuşoğlu. Prosumer and Prosumption. 2015. In S. Dahlgaard-Park (Ed.), *The Sage Encyclopedia of Quality and the Service Economy*. (pp. 514-516). Thousand Oaks, CA: SAGE.
6. **F Pakdil**, Leonard KM, 2015. Does Lean Management Effectiveness Depend Upon Organizational Culture Type?, Journal of Manufacturing Technology Management, 26(5), 725-743.
7. **F Pakdil**, Işın B, 2014. Improving Service Quality in Highway Passenger Transportation: A Case Study Using QFD, *European Journal of Transport and Infrastructure Research,* 14(4), 376-394.
8. **Pakdil F**, Leonard KM, 2014. Criteria for a Lean Organization: Development of a Lean Assessment Tool, *International Journal of Production Research,* 52:15, 4587-4607.
9. Şimşek B, **Pakdil F**, Dengiz B, Testik MC, 2013. Driver Performance Appraisal in Logistics Services: A Model Using Statistical Quality Control Tools, *Transportation Research Part C: Emerging Technologies*, 26, 49-60.
10. Cansiz, S., & **Pakdil, F**. (2012). A Proposed Business Process Management Model for SMEs. *The Business Review, Cambridge*, *19*(2).
11. **Pakdil F**, Işın B, Genc H, 2012.A Quality Function Deployment Application Using Qualitative and Quantitative Analysis in After Sales Services, *Total Quality Management & Business Excellence,* 23 (11-12), 1397-1411.
12. Ic YT, Elaldi F, **Pakdil F**, Ipek NG. 2012. Design of Experiment and Goal Programming Application for GMAW Process, *Welding Journal,* 91, 106-112.
13. Karpuz U, Testik MC, **Pakdil F**, 2012. A QFD Application to Increase Product and Service Quality in Fast Food Restaurants. *Productivity Journal*, 2012/2, 87-104. (Turkish).
14. Leonard, KM., Cosans, C., & **Pakdil, F.** et al. 2012. Cooperation across Cultures: A 16 Country Review of the Concept, *International Journal of Intercultural Relations,* 36, 238-347.
15. Moustafa K., Van Scotter J.R., **Pakdil F**. et al. 2011. Examining Media Effectiveness across Cultures and National Borders: A Review and Multilevel Framework, *International Journal of Cross Cultural Management,* 11(1), 83-103.
16. Aydın, Ö., **Pakdil, F**. Aydın, Ö. 2010. Kömür kalorisi değişkenliğinin azaltılmasında proses yeterlilik analizi, Eskişehir Osmangazi Üniversitesi Mühendislik Mimarlık Fakültesi Dergisi, 23(2), 1-17. (Turkish)
17. Moustafa K., Van Scotter J.R., **Pakdil F.** 2009. Culture and Communication: Cultural Variations and Media Effectiveness, *Administration & Society*, 41(7), 850-877. \* Most downloaded article in 2009-2010.
18. **Pakdil F**, Ozkok O, Dengiz B, Kara I, Selvi N, Kargı A. 2009. A Systematic Approach to Reduce Human and System-Related Errors Causing Customer Dissatisfaction in a Production Environment, *Total Quality Management and Business Excellence*, 20(1), 129-137.
19. **Pakdil F**, Aydın O. 2008. Fuzzy SERVQUAL Analysis in Airline Services, *Organizacija*, 41(3), 108-115.
20. **Pakdil F**. 2007. Continuous Performance Improvement Focusing on Quality Costs at Hospitals and a Proposed Measurement Model, *Journal of Uludag University, School of Business*, 26(1), 35-54. (Turkish)
21. **Pakdil F**, Aydın O. 2007. Expectations and Perceptions in Airline Services: An Analysis Using Weighted SERVQUAL Scores, *Journal of Air Transport Management*, 13(4), 229-237.
22. Ozkok O, **Pakdil F,** Camlıca B, Bektas T. Kara I. 2005. A Pathway Improvement Activities in a Production Environment: A Case Study in a Rework Department, *Lecture Notes in Computer Sciences,* Vol. 3649/2005, 344-353.
23. **Pakdil F**, 2005. The Factors That Effect Quality Culture Structure, 9 Eylül University, *The Institute of Social Sciences Journal*, 6(3), 167-183. (Turkish)
24. **Pakdil F,** Harwood TN.2005. Patient Satisfaction in a Preoperative Assessment Clinic: An Analysis Using SERVQUAL Dimensions, *Total Quality Management and Business Excellence,* 16(1), 15-30.
25. **Pakdil F,** Harwood TN. 2005. Factors That Influences Efficiency in Performing Routine ENT Cases: A Quantitative and Qualitative Analysis, *Journal of Medical Systems* 29(3), 285-301.
26. **Pakdil F,** Akgün HS. 2004. Process-Focused Performance Management Systems at Health Care Organizations, *Journal of Hospital Life*, 1(3-4), 1-12. (Turkish)
27. **Pakdil F,** 2003. A Comparative Analysis of Deming, Malcolm Baldrige and EFQM Quality Models, *Journal of MPM*, 2003/3, 37-66. (Turkish)
28. **Pakdil F.** 2001.Team-Based Performance Appraisal, *Journal of KalDer Forum*, April-May-June 2001, 23-27. (Turkish)
29. **Pakdil F.** 2000. ISO 9000:2000 Quality Management Systems at Hospitals, *Hacettepe University, Journal of Health Care Management*, 5(4), 27-51. (Turkish)

\* Most downloaded article in 2009-2010.



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| *Book Chapters* |

1. **Pakdil F**. 2007. Corporate Performance Management in Healthcare Organizations, pp.114-149. (in Ates, H., Kırılmaz, H., Aydın, S. 2007. Performance Management in Healthcare Organizations, Turkey Example – Sağlık Sektöründe Performans Yönetimi, Türkiye Örnegi, Asil Yayın Dagıtım, Ankara, Turkey.)

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| *Peer Reviewed Conference Presentations and Proceedings* |

1. **Pakdil F**, Toktas P, Leonard KM, 2016. An examination of the quantitative aspects of the Lean Assessment Tool (LAT). *Eastern Academy of Management Annual Conference,* May 4-7th 2016, New Haven, CT.
2. Atalay KD, **Pakdil F**, Berber B, Cignitas I, Evin T, Ozcakmak B. 2015. Reorganization of the Revision Field in a Manufacturing Firm. *35th Annual Operations Research and Industrial Engineering Conference*, September 9-11th, 2015. Ankara.
3. Dengiz B, Gülşen M, **Pakdil F**. 2014. Using The Six Sigma to Redesign PCB Production Line, *3rd International Conference on Quality and Innovation in Engineering and Management*, July 1-5th, 2014, Cluj, Romania.
4. **Pakdil F,** Yeşil R, Öndemir C, Erol E, Atan M. 2013. Decreasing Number of Quality Characteristics in Incoming Inspection at a Production Firm, *Annual Operations Research and Industrial Engineering Conference 26-28th,* June 2013, Istanbul.
5. Cansiz S, **Pakdil F**, 2012. A Proposed Business Process Management Model for SMEs, *The Global Management & Information Technology Research Conference,* 25-27th May, 2012, NYC, New York.
6. **Pakdil F**, Leonard KM, 2012. Cultural Effects on Lean Management: How Societal and Organizational Cultures Effect Lean Applications, *Twelfth International Conference on Knowledge, Culture and Change in Organizations*, July 6-8th 2012, Chicago.
7. **Pakdil F**, İç YT, Bayram B, Akagündüz E, Elaldı F, İpek NE. 2011.An Experimental Design Application on Gas Metal Arc Welding Process, *Annual Operations Research and Industrial Engineering Conference*, 5-7th July 2011, Istanbul.
8. **Pakdil F**, Işın B, Akagündüz E, Bayram B. 2011. A Quality Function Deployment (QFD) Application for Increasing Passenger Satisfaction in a National Passenger Transportation Company, *Annual Operations Research and Industrial Engineering Conference*, 5-7th July 2011, Istanbul.
9. **Pakdil F**, Keçeci B, Akpınar K, Özarslan E, Kadıoğlu B. 2011. A Proposed Model Based on Data Envelopment Analysis for Supplier Performance Evaluation System in an Automotive Supplier Organization, *Annual Operations Research and Industrial Engineering Conference*, 5-7th July 2011, Istanbul.
10. Cansiz S, **Pakdil F**. 2010. A Proposed Model for Simulation-Based Business Process Management, *World Productivity Congress,*2-5th November 2010, Antalya, Turkey.
11. **Pakdil F**, 2010.The Effects of TQM on Corporate Performance, *The Global Management & Information Technology Research Conference,* 26-29th May, 2010, NYC, New York.
12. Lacksonen T, Rathinam B, **Pakdil F**, Gülel D. 2010. Cultural Issues Implementing Lean Production, *Institute of Industrial Engineers Annual Conference,* Cancun, Mexico.
13. **Pakdil F**, Arslan Z, Hanedan B. 2009. Organizational Citizenship Behavior in Service and Manufacturing Firms: A Comparative Research, *29th Annual Operations Research and Industrial Engineering Conference*, 22-24th June 2009, Ankara, Turkey.
14. **Pakdil F**, Önkibar E, Özdemir D.2008. A Comparative Leadership Study on the basis of Fiedler’s Contingency Leadership Approach and Blake and Mouton’s Managerial Grid: An Empirical Research, *16th National Management and Organization Conference*, 16-18th May 2008, Antalya, Turkey.
15. **Pakdil F**, Ozkok O, Dengiz B, Kara I, Selvi N, Kargı A.2007. A Systematic Approach to Reduce Human and System-Related Errors Causing Customer Dissatisfaction in a Production Environment, *5th International Business Process Management Conference*, 24-28th September 2007, Brisbane, Australia.
16. Güden H, **Pakdil F,** Vardaloglu Z, Birlik E, Hacıhasanoglu P. 2007. An Operating Room Planning for a University Hospital, *Annual Operations Research and Industrial Engineering Conference*, 3-5th July 2007, İzmir, Turkey.
17. **Pakdil F**, Gündüz M, 2007. An Empirical Research on Social Structural Characteristics of Psychological Empowerment Among Public Institutions, *International Conference on Business, Economics and Management*, 13-17th June 2007, Izmir, Turkey.
18. Moustafa K, Van Scotter J, **Pakdil F.** 2007. Culture and Communication: Cultural Differences and Media Effectiveness, *15th National Management and Organization Conference*, 25-27th May 2007, Sakarya, Turkey.
19. **Pakdil F**., Ceyhan EM, 2007. Effects of TQM on Supplier-Related Performance among Quality Award Winners in Europe, *Proceedings of the 2007 Industrial Engineering Research Conference*, May 19-23th, 2007, Nashville, Tennessee.
20. **Pakdil F**. 2007.Organizational Culture and Leadership on the basis of Competing Values Framework, *16thNational Management and Organization Conference*, 25-27th May 2007, Sakarya, Turkey.
21. Moustafa K, Van Scotter J, **Pakdil F,** et al., 2006. Cultural Variations and Perceptions of Media Effectiveness, *66th Annual Meeting of the Academy of Management*, August 2006, Atlanta.
22. **Pakdil F**. 2006. Statistical Process Control Applications on Diabetes Patients’ Blood Sugar Values, *Annual Operations Research and Industrial Engineering Conference*, Kocaeli University, 3-5th July 2006, İzmit, Turkey.
23. **Pakdil F**, Ceyhan EM. 2006. How TQM Affect Employee-Related Performance Among Quality Award Winners in Europe?, *IIE Annual Conference*, 20-24th May, 2006, Orlando, Florida.
24. Ceyhan EM, **Pakdil F**. 2005. How Did TQM Effect Customer Satisfaction Among Quality Award Winners in Europe?, *INFORMS 2005 Annual Meeting*, 13-16th November 2005, San Francisco.
25. **Pakdil F**, Selvi N. 2005. Competency Based-Performance Appraisal and MS Excel Applications: An Example of a Manufacturing Firm, 5th Industrial-Systems Engineering Conference, 9-10th December 2005, Zonguldak, Turkey.
26. **Pakdil F**. 2005. A Proposed Model for Corporate Performance Management at Hospitals*, II. National Health Care and Hospital Management Conference*, 28–30th September 2005, Ankara, Turkey.
27. **Pakdil F**, Erdem E. 2005. Statistical Process Control in Health Care Services: A Research for Length of Stay in a Cardiology Clinic, *II. National Health Care and Hospital Management Conference*, 28–30th September 2005, Ankara, Turkey.
28. Ozkok O, **Pakdil F,** Camlıca B, Bektas T. 2005. A Pathway Improvement Activities in a Production Environment: A Case Study in A Rework Department, *International Business Process Management Conference*, 4-6th September 2005, Nancy, France.
29. **Pakdil F**. 2005. TQM Impacts on Corporate Performance: A Review of the Literature and A Proposed Model, *65thAnnual Meeting of the Academy of Management*, 5-10th August 2005, Hawaii.
30. **Pakdil F**, Kargi A. 2005. Service Quality Measurement in Airline Services: A SERVQUAL Example, *25thAnnual Operations Research and Industrial Engineering Conference 2005*, 4-6th July 2005, İstanbul, Turkey.
31. Guler T, Toktaş P, **Pakdil F**, Ozkok O. 2005. Developing an Acceptance Sampling Plan Based on Risk and Cost in a Production Environment, *25th Annual Operations Research and Industrial Engineering Conference 2005*, 4-6th July 2005, İstanbul, Turkey.
32. Durman BM, **Pakdil F**. 2005. A System Design Based on MS Excel for Statistical Process Control, *VII. National Econometrics and Statistics Symposium*, 26-27th May 2005, İstanbul, Turkey. (<http://www>.ekonometridernegi.org/bildiriler/o18s3.pdf).
33. Bektas T, Camlica B, Ozkok O, **Pakdil F**. 2005. Workforce Scheduling and Bottleneck Elimination in a Production Environment: A Case Study, *IIE 2005 Annual Conference*, 14-18th May 2005, Atlanta.
34. **Pakdil F**. 2004. Surgical Care Providers’ Participation in the Strategic Management Process, *Irish Academy of Management Annual Meeting*, 2-3rd September 2004, Dublin, Ireland.
35. **Pakdil F**. 2004. TQM Impacts on Customer Satisfaction and Loyalty: An Empirical Research, *12thNational Management and Organization Conference*, 27-29th May 2004, Bursa, Turkey.
36. Harwood TN, **Pakdil F**. 2003. A time and Economic Analysis of the Components of Operating Room Case Duration, and the Impact of Changing Various Component Times on Caseload and Revenue, *ASA Annual Meeting*, October 2003, San Francisco.
37. **Pakdil F**. 2003. Effective Factors on Corporate Performance Improvement in Service Firms, *8th National Social Sciences Conference*, 3-5th December 2003, Ankara, Turkey.
38. **Pakdil F**, Harwood TN. 2003. Factors That Influence Efficiency in Performing Routine ENT Cases: A Qualitative and Quantitative Analysis, *EURO/INFORMS Joint International Meeting*, Invited Paper, 6-10th July 2003, İstanbul, Turkey.
39. **Pakdil F**. 2001. Biomedical Calibration Process at a Health Care System, *4thMeasurement Science Conference*, 25-26th October2001, Eskişehir, Turkey.
40. **Pakdil F**. 1999. Patient Satisfaction Research at Konur Hospital, *8th National Quality Conference*, 3-4th November 1999, İstanbul, Turkey.
41. **Pakdil F**. 1999. STAR System for Recruitment and Orientation Training, *Baskent University Annual TQM Conference*, Ankara, Turkey.
42. **Pakdil F**. 1999. Self-Assessment Activities Based on Business Excellence Model at Hospitals, *Baskent University Annual TQM Conference*, Ankara, Turkey.
43. **Pakdil F.** 1996. Vision Research at Konur Hospital, *Baskent University Annual TQM Conference*, 1-2nd November 1996, Ankara, Turkey.

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| ***Invited Presentations*** |

1. Department of Education, TQM and Its Implementation in Elementary and Secondary Education, Kahramanmaras, Andirin, 2011.
2. Turkish Air Force, 11th Airbase, Lean Management Applications, Ankara, 2010.
3. Turkish Air Force, 11th Airbase, Total Quality Management and How It Works, Ankara, 2009.
4. Turkish Air Force, 1st Airbase, Total Quality Management and How It Works, Eskişehir, 2008.
5. Turkish Air Force, Air Logistics Base, Total Quality Management and How It Works, Ankara, 2005.
6. Kosgeb (Small and Medium-Sized Business Improvement and Support Office), Customer Satisfaction, Measurement and Management, 2002.
7. Orhangazi-Bursa Vocational High School, Total Quality Management and Its Benefits to Schools, Bursa, 2001.

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| *Working Papers* |

**Submitted papers (Under review papers)**

1. Kurtulmuşoğlu FB, **Pakdil F**, Quality Improvement Initiatives based on Customer and Service Provider Perspectives in Shopping Malls, at *Total Quality Management & Business Excellence*.
2. Simsek B, **Pakdil F**, Ic YT, Quality Improvement in Concrete Production Processes: A Combined Application of Statistical Process Control and Design of Experiment, in *Computers & Concrete*.
3. **Pakdil F**, Harwood TN, Kurtulmuşoğlu FB, Implementing Lean Principles in Healthcare Industry: A Theoretical and Practical Overview, in *Healthcare Management Review*.

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| *Grants* |

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| 1. European Union 6th Framework – Small Business Development Program – Not Funded 2. Baskent University - Funded   International Conference Travel Grant for Academicians, all expenditures  The Global Management & Information Technology Research Conference, 26-29th May, 2010, NYC ($3,000)   1. Baskent University - Funded   International Conference Travel Grant for Academicians, all expenditures  *5th International Business Process Management Conference*, 24-28th September 2007, Brisbane, Australia. ($3,000)   1. Baskent University - Funded   International Conference Travel Grant for Academicians, all expenditures  *65th Annual Meeting of the Academy of Management*, 5-10th August 2005, Hawaii. ($3,000)   1. Indiana University-Purdue University Fort Wayne, IN, 2005 - Funded   Housing and Accommodation Grant. ($1,000)   1. The Scientific and Technological Research Council of Turkey (TUBITAK) - Funded   International Conference Travel Grant for Academicians, July 2005. ($1,000)   1. Baskent University - Funded   International Conference Travel Grant for Academicians, all expenditures  *Irish Academy of Management Annual Meeting*, 2-3rd September 2004, Dublin, Ireland. ($3,000) |

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| *Research Support and Awards* |

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| 1. ECSU   2016 Summer Curriculum Development Award ($1,000)   1. ECSU   Research Reassigned Time for Spring 2017   1. The Scientific and Technological Research Council of Turkey (TUBITAK) - Funded   2219- Post Doctoral Research Support for 12 months in 2011 and 2012 ($26,000) |
| *Honors and Awards* | | |

1. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2015
2. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2014
3. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2013
4. Baskent University Publication Award, 2013
5. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2012
6. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2012
7. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2012
8. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2009
9. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2009
10. Tubitak (The Scientific and Technological Research Council of Turkey) Publication Award, 2007

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| *Editorial and Review Experience* |

1. Management Research Review
2. British Journal of Medicine and Medical Research
3. International Journal of Operations and Production Management
4. Business Process Management Journal
5. Management Research Review
6. Journal of Managerial Psychology
7. Journal of Air Transport Management
8. Asia Pacific Journal of Management
9. Academy of Management Annual Meeting
10. Decision Science Institute Annual Meeting
11. İstanbul University Econometrics and Statistics (Turkish)
12. International Journal of Aviation Management
13. Tourism and Hospitality
14. International Journal of Quality and Service Sciences
15. Başkent University Management Research Journal (Turkish)
16. METU Studies in Development
17. İşgüç Endüstri Ilişkileri ve Insan Kaynakları Dergisi (Turkish)
18. Performance and Quality in Healthcare (Turkish)

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| *Conference Reviews* |

1. Academy of Management Annual Meeting, 2005-2011.
2. Senior Student Capstone Project Competition: 35th YAEM Annual Conference, September 9-11th, 2015. Ankara
3. National Health Care Quality and Performance Improvement Conference in Turkey in 2011-2015.

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| *Citations (as of 6/14/2016)* |

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| **The publication** | **# of times cited** | **Impact factor** | **ABDC ranking** |
| 1. Kurtulmuşoğlu FB, **Pakdil F**, 2016. Using QFD for Environmentally Sustainable Hotels: A Combined Analysis of Customer and Manager Point of View, accepted by *European Journal of Tourism Research.* | - | 0.44 |  |
| 1. **Pakdil F**, Leonard KM, 2016. Implementing and Sustaining Lean Processes: The Dilemma of Societal Culture Effects, accepted by International *Journal of Production Research*. DOI:10.1080/00207543.2016.1200761 | - | 1.693 | A |
| 1. Kurtulmuşoğlu FB, **Pakdil F**, 2016. Combined Analysis of Service Expectations and Perceptions in Lodging Industry through QFD, accepted by *Total Quality Management & Business Excellence*. DOI: 10.1080/14783363.2016.1147945 | - | 1.323 | C |
| 1. F. B. Kurtulmuşoğlu, **Pakdil F** & K. D. Atalay. 2016. Quality Improvement Strategies of Highway Bus Service Based on a Fuzzy Quality Function Deployment Approach, *Transportmetrica A: Transport Science*, 12(2), 175-202. | - | 1.477 |  |
| 1. Z. Özkan, **F Pakdil**, and T. Altuğ. 2015. Accreditation of conformity assessment activities. In S. Dahlgaard-Park (Ed.), *The Sage Encyclopedia of Quality and the Service Economy*. (pp. 2-6). Thousand Oaks, CA: SAGE. | - | - |  |
| 1. **F Pakdil** & F. B. Kurtulmuşoğlu. 2015. Gap Model. In S. Dahlgaard-Park (Ed.), *The Sage Encyclopedia of Quality and the Service Economy*. (pp. 252-255). Thousand Oaks, CA: SAGE. | 2 | - |  |
| 1. **F Pakdil** & F. B. Kurtulmuşoğlu. 2015. Prosumer and Prosumption. In S. Dahlgaard-Park (Ed.), *The Sage Encyclopedia of Quality and the Service Economy*. (pp. 514-516). Thousand Oaks, CA: SAGE. | - | - |  |
| 1. **F Pakdil**, Leonard KM, 2015. Does Lean Management Effectiveness Depend Upon Organizational Culture Type? *Journal of Manufacturing Technology Management*, 26(5), 725-743. | 3 | ? | B |
| 1. **F Pakdil**, Işın B, 2014. Improving Service Quality in Highway Passenger Transportation: A Case Study Using QFD, *European Journal of Transport and Infrastructure Research,* 14(4), 376-394. | 4 | 0.818 |  |
| 1. **Pakdil F**, Leonard KM, 2014. Criteria for a Lean Organization: Development of a Lean Assessment Tool, *International Journal of Production Research,* 52:15, 4587-4607. | 37 | 1.693 | A |
| 1. Şimşek B, **Pakdil F**, Dengiz B, Testik MC, 2013. Driver Performance Appraisal in Logistics Services: A Model Using Statistical Quality Control Tools, *Transportation Research Part C: Emerging Technologies*, 26, 49-60. | 13 | 3.631 | A |
| 1. Cansiz, S., & **Pakdil, F**. (2012). A Proposed Business Process Management Model for SMEs. *The Business Review, Cambridge*, *19*(2). | 1 | - |  |
| 1. **Pakdil F**, Işın B, Genc H, 2012. A Quality Function Deployment Application Using Qualitative and Quantitative Analysis in After Sales Services, *Total Quality Management & Business Excellence,* 23 (11-12), 1397-1411. | 15 | 1.323 | C |
| 1. Ic YT, Elaldi F, **Pakdil F**, Ipek NG. 2012. Design of Experiment and Goal Programming Application for GMAW Process, *Welding Journal,* 91, 106-112. | 3 | 0.925 |  |
| 1. Karpuz U, Testik MC, **Pakdil F**, 2012. A QFD Application to Increase Product and Service Quality in Fast Food Restaurants. *Productivity Journal*, 2012/2, 87-104. (Turkish). | - | - |  |
| 1. Leonard, KM., Cosans, C., & **Pakdil, F.** et al. 2012. Cooperation across Cultures: A 16 Country Review of the Concept, *International Journal of Intercultural Relations,* 36, 238-347. | 6 | 1.568 | A |
| 1. Moustafa K., Van Scotter J.R., **Pakdil F**. et al. 2011. Examining Media Effectiveness across Cultures and National Borders: A Review and Multilevel Framework, *International Journal of Cross Cultural Management,* 11(1), 83-103. | 3 | ? | B |
| 1. Aydın, Ö., **Pakdil, F**. Aydın, Ö. 2010. Kömür kalorisi değişkenliğinin azaltılmasında proses yeterlilik analizi, Eskişehir Osmangazi Üniversitesi Mühendislik Mimarlık Fakültesi Dergisi, 23(2), 1-17. (Turkish) | - | - |  |
| 1. **Pakdil, F**. 2010. The effects of TQM on corporate performance. *The Business Review, Cambridge*, *15*(1), 242-248. | 16 | - |  |
| 1. Moustafa K., Van Scotter J.R., **Pakdil F.** 2009. Culture and Communication: Cultural Variations and Media Effectiveness, *Administration & Society*, 41(7), 850-877. \* Most downloaded article in 2009-2010. | 26 | 0.891 |  |
| 1. **Pakdil F**, Ozkok O, Dengiz B, Kara I, Selvi N, Kargı A. 2009. A Systematic Approach to Reduce Human and System-Related Errors Causing Customer Dissatisfaction in a Production Environment, *Total Quality Management and Business Excellence*, 20(1), 129-137. | 4 | 1.323 | C |
| 1. **Pakdil F**, Aydın O. 2008. Fuzzy SERVQUAL Analysis in Airline Services, *Organizacija*, 41(3), 108-115. | 14 |  |  |
| 1. **Pakdil F**. 2007. Continuous Performance Improvement Focusing on Quality Costs at Hospitals and a Proposed Measurement Model, *Journal of Uludag University, School of Business*, 26(1), 35-54. (Turkish) | - |  |  |
| 1. **Pakdil F**, Aydın O. 2007. Expectations and Perceptions in Airline Services: An Analysis Using Weighted SERVQUAL Scores, *Journal of Air Transport Management*, 13(4), 229-237. | 191 | 1.254 | B |
| 1. Ozkok O, **Pakdil F,** Camlıca B, Bektas T. Kara I. 2005. A Pathway Improvement Activities in a Production Environment: A Case Study in a Rework Department, *Lecture Notes in Computer Sciences,* Vol. 3649/2005, 344-353. | 1 |  |  |
| 1. **Pakdil F**, 2005. The Factors That Effect Quality Culture Structure, 9 Eylül University, *The Institute of Social Sciences Journal*, 6(3), 167-183. (Turkish) | 14 |  |  |
| 1. **Pakdil F,** Harwood TN. 2005. Patient Satisfaction in a Preoperative Assessment Clinic: An Analysis Using SERVQUAL Dimensions, *Total Quality Management and Business Excellence,* 16(1), 15-30. | 183 | 1.323 | C |
| 1. **Pakdil F,** Harwood TN. 2005. Factors That Influences Efficiency in Performing Routine ENT Cases: A Quantitative and Qualitative Analysis, *Journal of Medical Systems* 29(3), 285-301. | 4 | 2.213 |  |
| 1. **Pakdil F,** Akgün HS. 2004. Process-Focused Performance Management Systems at Health Care Organizations, *Journal of Hospital Life*, 1(3-4), 1-12. (Turkish) | 2 |  |  |
| 1. **Pakdil F,** 2003. A Comparative Analysis of Deming, Malcolm Baldrige and EFQM Quality Models, *Journal of MPM*, 2003/3, 37-66. (Turkish) | 2 |  |  |
| 1. **Pakdil F.** 2001. Team-Based Performance Appraisal, *Journal of KalDer Forum*, April-May-June 2001, 23-27. (Turkish) | 3 |  |  |
| 1. **Pakdil F.** 2000. ISO 9000:2000 Quality Management Systems at Hospitals, *Hacettepe University, Journal of Health Care Management*, 5(4), 27-51. (Turkish) | - |  |  |

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| *Administrative Tasks* | | |
| **Date** | **Duty** | **Organization** |
| September 2015 Present | Member of Departmental Curriculum Development Team | ECSU |
| May 2016  Present | Research Reassigned Time Committee | ECSU |
| May 2016  Present | Student Academic Advising Committee | ECSU |
| November 2013 August 2014 | Vice Chair | Baskent University, Department of Industrial Engineering, Turkey |
| January 2013 August 2014 | Chair of the Dept. of Quality Engineering | Baskent University, Institute of Science, Department of Quality Engineering, Turkey |
| February 2011 Present | Quality System Auditor | Turkish Accreditation Agency –TURKAK |
| September 2011 August 2014 | Mentor and Coach | Productivity Student Organization, Baskent University, Department of Industrial Engineering, Turkey |
| October 2008 August 2011 | Member of the Faculty Executive Board | Baskent University, School of Engineering, Turkey |
| October 2008 August 2011 | Member of the Faculty Committee | Baskent University, School of Engineering, Turkey |
| October 2008 August 2011 | Vice Chair | Baskent University, Department of Industrial Engineering, Turkey |
| September 2003 August 2011 | Member of Post-Graduate Student Selection Committee | Baskent University, Department of Industrial Engineering and Department of Quality Engineering, Turkey |
| September 2004 August 2014 | Department Coordinator of ERASMUS Exchange Program | Baskent University, Department of Industrial Engineering, Turkey |
| 1999 | Founding Member | The Turkish Quality Society in Bursa Branch |

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| ***IV. PROFESSIONAL ACTIVITY***   |  |  |  | | --- | --- | --- | | *Professional Projects* | | | | **Date** | **Institution** | **Project** | | August 2014 August 2015 | Auburn University, Auburn, AL | Academy of Aerospace Quality, NASA project | | August 2011 present | Indiana University-Purdue University Fort Wayne, IN | Cultural effects on lean: How societal and organizational culture effect lean implementations | | July 2005  August 2005 | Indiana University-Purdue University Fort Wayne, IN | 1. Cultural variations and perceptions of media effectiveness among health care professionals 2. Service organizations and service quality measurement systems | | February 2001  September 2001 | Wake Forest University, School of Medicine, Winston-Salem, NC | 1. Measuring of patient satisfaction in Preoperative Assessment Clinic (PAC) using SERVQUAL Model 2. Measuring of surgical care providers’ participation in strategic management, satisfaction and expectations in the operating rooms 3. Measuring and monitoring process performance and reducing of turnover time at OR 5 4. Analyzing and interpreting of corporate (organizational) performance measurement and performance indicator system and strategic planning process | | February 1994 January 2000 | Konur Hospital, Bursa, Turkey | 1. Implementing and managing human resources management applications such as performance appraisal, compensation, job evaluations, and employee recruitment 2. Managing of total quality management studies 3. Managing of process performance improvement system 4. Managing of implementation of ISO 9001 quality assurance system 5. Implementing computer-based documentation system 6. Managing of implementing cost accounting system 7. Managing of 5S teams 8. Managing and implementing of quality improvement teams (quality circles) 9. Managing of quality award application for 1999 Bursa Kalder Quality Award process 10. Improving of recruitment process 11. Managing and implementing of customer satisfaction measurement system 12. Managing and implementing of EN 45001 Laboratory Accreditation System process for hospital biochemistry and microbiology laboratories 13. Implementing of employee satisfaction measurement system 14. Implementing and managing of statistical process control activities |  |  |  |  | | --- | --- | --- | | *Consultations* | | | | **Date** | **Institution** | **Project** | | June 2011 December 2011 | National Productivity Centre of Turkey (MPM), Ankara | Developing a model for corporate performance management system for SMEs |   *Membership in Professional Organizations* |

Member of ISO International Standardization Organization, Technical Committee TC 69 since November 2014

Turkish Quality Society between 1995 and 2000

The founder member of the Bursa Branch of Turkish Quality Society (1997)

Academy of Management in 2005 and 2006

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| *Service to the Profession* |

1. Voting for ISO International Standardization Organization, Technical Committee TC 69
2. Reviewer for the Academy of Management Annual Meeting, 2005-2011.
3. The founder member of the Bursa Branch of Turkish Quality Society
4. Quality System Auditor: Turkish Accreditation Agency –TURKAK
5. Reviewer for Senior Student Capstone Project Competition: 35th YAEM Annual Conference, September 9-11th, 2015. Ankara
6. Reviewer for the National Health Care Quality and Performance Improvement Conference in Turkey between 2011 and 2015.

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