

# Paul Blossom, Ph.D.

6579 Gran Via Drive  
Rockford, MI 49341

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## Profile

25 years of business experience. Significant online and face-to-face teaching experience. Strengths include business technology planning and management, team development, R&D and product development, financial management, organizational development, strategic planning, all phases of operations management. Expertise in lean manufacturing and service businesses, especially those with complex technical and logistical challenges. Analytical expertise in operations research techniques, scheduling techniques and statistics. Multifaceted, participatory manager. Strong process improvement focus. Experience from the factory floor to the executive suite.

## Academic Experience

**University of Maryland – University College (online)**, Associate Professor, January 2006 to present, Teaching AMBA 604, Technology and Operations Management: *Managing Projects, Operations, and Information* and AMBA606 *Organizations and the External Environment (International Business)*.

**American Intercontinental University (online)**, Adjunct Instructor, June 2005 to present, Teaching MGT326, Operations Management Principles, MGT656 Quality Management and Continuous Improvement, MGT456 Production Planning and Quality management, and MGMT415 Global operations Management. Developed Master's concentration courses in Supply Chain Management.

**Strayer University Online**, Adjunct Instructor, March 2010 to present, Teaching BUS515, Operations Management.

**Liberty University Online**, Adjunct Instructor, June 2010 to present, Teaching BUSI690, Policy and Strategy in Global Competition and BUSI600 – Business Research Methods.

**The National Graduate School (face-to-face)**, Adjunct Instructor, December 2010 to present, Teaching QSM543 – Learning to See, and SSM574 - Six Sigma and the DMAIC model.

**Grand Valley State University**, Visiting Professor of Management, August 1993 to May 1999. 43 Sections Taught. Five sections used distance learning techniques such as video conferencing, email and on-line learning materials. Courses taught included Management Information Systems, Operations Management, Management Science, Purchasing and Materials Management, and Introductory Computer Skills.

**University of Michigan – Flint**, Adjunct Lecturer, August 1991 to May 2000, 41 sections taught. Courses included Management Information Systems, Operations Management, Operations Strategy, Management Science, and Accounting Information Systems.

**Michigan State University**, Teaching Assistant, August 1992 to May 1993. Course taught was Operations Management.

**Michigan State University**, Teaching Assistant, January 1989 to June 1989. Course taught was Organizational Behavior.

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## Education

Ph.D. in Operations Management, Michigan State University Minors in Strategy and Policy, Economics and Management Information Systems, 1993

M.S. in Operations Research, Michigan State University, 1985

B.S. in Psychology, Michigan State University, 1978

## Dissertation Topic

A Comparative Study of Manpower Scheduling Algorithms: A Multi-Objective Heuristic Procedure, Tabu Search, and Simulated Annealing

Dissertation Committee: Ram Narasimhan, Chair, Soumen Ghosh, and Gary Ragatz.

## Awards received

Beta Gamma Sigma Honor Society Membership

Elected to Decision Sciences Institute Doctoral Student Consortium

Received 1st (ever) non-sales Commendation for Job Well Done from the CyberNET Group

## Professional memberships

INFORMS

Productions and Operations Management Society

Beta Gamma Sigma Honor Society in Business

## Publications

"Learning By Example", APICS Magazine, April 2005, With James R. Bradley

"Levels of RFID Maturity, Part 1", RFID Journal, January 17, 2005

"Levels of RFID Maturity, Part 2", RFID Journal, January 24, 2005

"The Politics of Lotsizing", Interfaces, July - August 1995.

"Strategic Aspects of Product Quality: A Policy Analysis", Proceedings Midwest Decision Sciences Institute, 19th Annual Meeting, with R. Narasimhan and S Ghosh, May 1988

"LP88 – Linear Programming for the IBM PC, Software Review", I. E. News, Operations Research Division, Fall 1987.

Book Review: INFORMS Interfaces, In-Press, Rubinstein, Reuven Y., and Kroese, Dirk P., 2004, The Cross-Entropy Method, Springer Science + Business Media, New York, New Your, USA, 295 pp.

Book Review: INFORMS Interfaces, In-Press, Cook, Wade D. and Zhu, Joe, 2005, Modeling Performance Measurement, Springer Science + Business Media, New York, New Your, USA, 408 pp.

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## Professional Presentations

- “Learning By Example”, APICS National Conference, Orlando, FL, June 2006, With James R. Bradley
- “A Comparative Study of Labor Scheduling Algorithms: A Multi-Objective Heuristic, Tabu Search, and Simulated Annealing”, with R. Narasimhan, INFORMS National Meeting, Seattle, 1998.
- “Nine Mistakes Managers Can Make in Using Performance Measures to Motivate Employees”, with J. Bradley, INFORMS National Meeting, Seattle, 1998.
- “Labor Scheduling in the Trenches”, International INFORMS meeting in Montreal, Canada, April 1998.
- “Cultural Change in an Automotive Manufacturing Firm”, Strategic Management Society Conference, Amsterdam, Netherlands, with J. Skivington, 1988.
- “Empirical Investigation of Quality – Competitiveness Linkage via Policy Simulation”, joint National ORSA/TIMS Conference, with R. Narasimhan and S. Ghosh, October 1988.
- “Flexibility in Assembly Lines: The relationships between efficiency, capacity and product mix flexibility,” POMS 2000, Production and Operations Management Society National Meeting, with J. Bradley, April 2000.

## Professional Activities

- INFORMS Prize Committee member, 2003, and 2004.
- Session Chair, INFORMS Meeting, Montreal, 1998
- Session Chair, INFORMS Meeting, Seattle, 1998
- Text Reviewer, Practical Management Science, Winston and Albright, 1998.
- Global Information Systems Curriculum Development Committee, Information Resource Management Association, 1997 to 1999.
- Paper Reviewer, Midwest Decision Sciences Institute, Cleveland, OH, April 1994
- Paper Reviewer, Midwest Decision Sciences Institute, Lansing, MI, April 1993
- Paper Reviewer, Decision Sciences Institute Annual Meeting, Washington, D.C., November 1993.
- Discussant, Decision Sciences Institute Annual Meeting, Washington D.C., November 1993.

## University Service

- GVSU - Committee Member for OEIS major and minor, GVSU, 1997
- AIU - Developed Master’s concentration courses in Supply Chain Management, 2007
- Strayer University – Developed Undergraduate course in Operations Management, 2010

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## Business Experience

**Kyvia, Inc.** Rockford, MI  
**Principal Consultant** 2004 - Current

Developed and installed an Office of Project Management in a non-profit to manage a \$52MM project.

Consulted on strategy for wireless initiative and various policy, procedure and personnel issues.

Acted as interim VP Software Development, developed and implemented processes, new organization design, and project management office. Finished and delivered a software system that was over a year late.

Developed development strategy for software development firm.

Performed technical due diligence for \$125MM M&A activity for global gaming company.

Performed technical due diligence for \$5MM custom software purchase for global gaming company.

Developed technical due diligence framework focusing on software acquisitions.

Determined and developed specifications for secure and verifiable software transfers over a network. Included development of new business models and supporting software infrastructure.

Developed and applied lean concepts for dental offices.

**Stryon, Inc.** Grand Rapids, MI  
**Chief Operating Officer** 2002 – 2004

Developed and implemented policies and procedures for new company in sales and marketing, accounting, and operations.

Managed the Grand Rapids and three overseas offices, 200 FTEs.

Developed management processes and procedures for offices in Grand Rapids, China and Pakistan.

Developed and implemented a process improvement program for software development processes, including requirements development, configuration management, quality assurance and etc.

Implemented capacity planning and measurement for service delivery.

Developed sales and marketing strategy with CEO.

Initiated and established working relationships with strategic alliance partners such as Sun, IBM and etc.

**The CyberNET Group** Grand Rapids, MI  
**SVP – Operations** 2000 - 2002

Investigated, analyzed and architected new software product strategy for second largest global gaming machines company.

Worked with CEO to develop business model and M&A strategy for software development spin off.

Managed development and build-out of network operations center for Managed Service Provider business (400 seats).

Developed client service standards and communications protocols for MSP venture.

Collaboratively developed strategy and formulated deal with the largest Chinese

manufacturer/retailer/shipper and largest Venture Capital firm in Hong Kong for new joint venture.

Developed business plan, financial projections and strategy for startup application development division.

Managed nationwide rollout of thin client devices, cabling and training for an international common carrier, 3200 devices at 340 sites in 48 states and Canada. Also developed wireless LAN installation and operation guidelines.

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Developed quality standards as well as client management protocols and communication strategies for application development team.

Consulted with clients regarding their technology strategy and business processes.

Built and managed web-enabled application development team.

Instituted strong project management methods into development environment.

Nominated to Executive Committee 12/2000.

## **Bristol Software, Inc.**

Rockford, MI

### **Vice President of Software Development**

1999 – 2000

Analyzed business needs and designed three software products.

Developed relationships with several nursing home managers for program development and testing.

Programmed the software products in Visual Basic and SQL.

Marketed and sold products to nursing homes.

Developed marketing materials for programs

Wrote manuals and provided training.

## **General Motors**

Lansing, MI

### **General Supervisor – Planned Maintenance**

1984 – 1991

### **Administrative Manufacturing Engineer**

### **Senior Industrial Engineer, Special Projects**

Designed and implemented new preventive maintenance procedures.

Created and managed capital project for tool room modernization (\$20,000,000).

Developed labor and material budgets for division in plant (\$30,000,000).

Designed and implemented reorganization plan for plant operations.

Managed department of 7 Salary and 110 Skilled Trades, \$11,000,000 budget.

Performed joint (with UAW) analysis of progressive die construction for the Lansing Fabrication plant.

Project leader for Floor Level Accounting System; bringing timely individualized accounting and productivity information to supervisors.

Performed competitive analyses of local and divisional plants and processes.

Managed divisional productivity improvement activities; productivity measurement, and monthly productivity meetings with the plants from the division.

Drove 95% reduction in setup time across a division of 8 General Motors plants.

Lead 100% improvements to uptime across General Motors division.

Consulted with plants, one project saved the equivalent of my annual salary every week.

Developed non-financial performance indicators for use in the divisional plants, and eventually across GM.

## **General Motors,**

Lansing, MI

**Millwright, apprentice and journeyman, UAW committeeman 1978-1984**

## **Consulting Experience:**

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Mobile: 616.304.3417  
paul.blossom@gmail.com

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## Cirtek Corporation, Flint, MI

Consulted on lean manufacturing and MRP, began the process which eventually resulted in Cirtek being a model plant in the Lucas operations.

## Siebert Elementary School, Midland, MI

Consulted on scheduling of "special" classes, teachers and students.

## Mercedes Cheesecake Corporation, Flint, MI

Consulted on operations strategy, developed project management plan for operations move, and analyzed workflow in new facility.

## S2 Yachts, Holland, MI

Developed an Employee Evaluation Application. Multi-user, multi-plant system to standardize employee evaluations for hourly employees. Programmed in VB6, used Crystal Reports for output.

## Pursuit Yachts, Fort Pierce, FL

Developed a customer satisfaction database to allow data input for two customer satisfaction surveys and provide for analysis of same. Written in VB6.

## Wolverine Power, Cadillac, MI

SQL Server consulting and Citrix installation. Interim DBA between permanent employees. Installed and made workable the DELTEK ERP package on Citrix.

## Instructional Fair, Walker, MI

Seagate Info and Crystal Reports development of 20 reports for marketing, accounting, and operations, and the SQL Server 7.0 views and stored procedures to supply the data.

## INOVA, Las Vegas, NV

Provided advice for SQL Server migration from v6.5 to v7.0 and VB6 redevelopment.

## City Of Grand Rapids Parking System, Grand Rapids, MI

Developed Accounts Receivable system with interfaces to the parking management system.

## One Economy, Inc. Washington, DC

Developed and installed an Office of Project Management in a non-profit to manage a \$52MM project.

Consulted on strategy for wireless initiative and various policy, procedure and personnel issues.

## Rocket Gaming Systems, Inc, Las Vegas, NV

Acted as interim VP Software Development, developed and implemented processes, new organization design, and project management office. Finished and delivered a software system that was over a year late.

## Rocket Gaming Systems, Inc, Las Vegas, NV

Developed development strategy for software development division.

## Aristocrat Gaming, Inc.

Performed technical due diligence for \$125MM M&A activity.

Performed technical due diligence for \$5MM custom software purchase.

Developed technical due diligence framework focusing on software acquisitions.

Determined and developed specifications for secure and verifiable software transfers over a network.

Included development of new business models and supporting software infrastructure.

## Various Dental Offices

Developed and applied lean concepts for dental offices.