

## **CURRICULUM VITAE**

### **MUHITTIN ORAL**

#### **GENERAL**

***Business Address:***

Graduate School of Business

Özyeğin University

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#### **EDUCATION**

Ph.D. in Operations Research, Case Western Reserve University, Cleveland, Ohio, USA, 1972.

M.S. in Operations Research, Case Western Reserve University, Cleveland, Ohio, USA, 1971.

M.A. in Industrial Administration, Robert College, Istanbul, Turkey, 1967.

B.Sc. in Industrial Management, Middle East Technical University, Ankara, Turkey, 1964.

#### **CURRENT RESEARCH AREAS OF INTEREST**

- Meaning Management – Sensemaking, Sensegiving, and Sensepracticing in Organizations
- Leadership through Meaning Management
- Competitiveness Analysis – At National and Firm Levels
- Group Decision Making and Consensus Formation – Model Based Approach

- Research Paradigm – Ontology, Epistemology, Methodology, Axiology
- Quadrivium of “Reality-Problem-Theory-Model”
- Reasoning Types in Theory and Model Building
- Performance Management – Organizational and Project Levels
- Data Envelopment Analysis – Conceptual Extensions and Applications
- Real Estate Appraisal Methodologies

## **CURRENT TEACHING AREAS OF INTEREST**

- Leadership and Meaning Management – EMBA ( Ozyegin University, Istanbul)
- Competitiveness Analysis for Strategy – EMBA (Ozyegin University, Istanbul)
- Research Methods – Ph.D. (Ozyegin University, Istanbul)
- Data, Models, and Decisions – MBA (Ozyegin University)
- Management Science Modeling with Excel – Undergraduate (Ozyegin University (Istanbul))

## **EXECUTIVE EDUCATION AND CONSULTING**

Has more than 40 years of executive education and consulting experience in UK (National Coal Board), USA (Dodge Manufacturing Inc.), Canada (Northern Telecom, Modellium Inc.), Holland (NATO-CCC) and Turkey (Industrial Development Bank of Turkey, State Planning Organization, Turkish Glass Works Inc., Elginkan Holding, Peker Group).

His executive education topics include

- Competitiveness analysis for strategy formulation – ranging from textiles to glass manufacturing to food processing industries
- Performance management – branch banking sector and manufacturing firms
- Meaning Management – mostly to high level managers in banking sector and electronics industry
- Leadership through Meaning Management – mostly to high level managers in manufacturing industry
- R&D project evaluation and selection – for iron and steel industry and an international organization

## **PAST TEACHING AREAS**

- Advanced Research Methods (Ph.D) – NIDA, Bangkok, Thailand
- Manager and Managerial Philosophy – LFI Masters (Sabancı University, Istanbul)
- Performance Management – LFI Masters (Sabancı University, Istanbul)
- Modélisation (Ph.D.) – Université Laval, Québec, Canada
- Analyse de compétitivité – MBA – Université Laval, Québec, Canada
- Gestion des opérations – MBA – Université Laval, Québec, Canada
- Programmation mathématique – Masters – Université Laval, Québec, Canada
- Research Methodology (Ph.D.) – Bilkent University, Ankara
- Competitiveness Analysis – MBA – Bilkent University, Ankara

## **ACADEMIC EXPERIENCE**

### ***July 2011 to Present:***

Professor. The Graduate School of Business  
Özyeğin University, Istanbul, Turkey

### ***July 2010 to June 2011:***

The University Chair Professor of Research,  
School of Business  
The University of the Thai Chamber of Commerce,  
Bangkok 10400, Thailand.

### ***September 1997 to June 2010:***

Professor, The Faculty of Management, Sabancı University, Istanbul, Turkey.

### ***January 2010 to March 2010:***

Visiting Scholar. Taught “Advanced Research Methods” (a Ph.D.course) at  
NIDA (National Institute of Development Administration, Bangkok, Thailand).

### ***December 2005 to July 2010:***

Visiting Scholar at UTCC (The University of Chamber of Commerce in  
Bangkok, Thailand). He was on several academic committees of UTCC as a  
network scholar, including DBA Program, MBM Program, Research Group 106,  
UTCC Research Centers Committee.

***January 2006 to Present:***

Honorary Member of CIRRELT, An Interuniversity Research Center for Network Enterprise, Logistics, and Transportation, Montreal, Canada. He is an active member in the capacity of guiding Ph.D. students and working with members of CIRRELT.

***August 1995 to August 1997:***

Member of University Design Committee, Sabanci University, Istanbul, Turkey. Member of Design Committee, The Graduate School of Management, Sabanci University, Istanbul, Turkey.

***June 1982 to August 1999:***

Professor, Department of Operations and Decision Systems, Faculté des sciences de l'administration, Université Laval, Québec, Canada. Taught courses at undergraduate and graduate levels (Ph.D. and Masters), such as Research Methodology, Mathematical Modeling, Model Validation, Strategic Planning, Competitive Analysis, Inventory Management, Operations Management, Marketing and Distribution Systems.

***January 1996 to August 1997:***

Visiting Professor, Faculty of Business Administration, Bilkent University, Ankara, Turkey. Taught courses at undergraduate and graduate levels. Research Methodology to Ph.D. students.

***January 1996 to August 1997:***

Founding Director of Ph.D. Program in Business Management at Bilkent University, Ankara. Designed and started the Ph.D. Program in Business Management in 1996.

***May 1991 to June 1991:***

Visiting Professor, Department of Industrial Economics, People's University of China, Beijing, China. Supervised a group of 12 Ph.D. students to formulate their research problems. A program sponsored by Canadian International Development Agency, Ottawa, Canada.

***July 1989 to June 1990::***

Visiting Professor, Department of Business Administration, University of Canterbury, Christchurch, New Zealand. Involved in research projects with young faculty members.

***June 1978 to June 1982:***

Associate Professor, Department of Operations and Decision Systems, Faculté des sciences de l'administration, Université Laval, Québec, Canada. Taught

courses at undergraduate and graduate levels (Ph.D. and Masters), such as Mathematical Programming, Research Methodology in Operations Research, Inventory Management, Operations Management, Operations Research, Manufacturing Policy, Scheduling.

***September 1981 to August 1982:***

Visiting Professor, Department of Industrial Engineering, Boğaziçi University, Istanbul. Did research on International Competitiveness for the Industrial Development Bank of Turkey.

***September 1974 to June 1978 :***

Part-time Lecturer, Department of Industrial Engineering, Boğaziçi University, Istanbul. Taught courses at graduate level titled “Production Systems 1 and 2”.

***January 1972 to August 1974 ::***

Assistant Professor, Department of Operations Management, Faculté des sciences de l'administration, Université Laval, Québec, Canada. Taught courses at undergraduate and graduate levels titled: “Stochastic Processes”, “Mathematical Programming”, “Inventory Control”, “Scheduling”, “Statistics”.

## **ADMINISTRATIVE EXPERIENCE**

***October 2015 – Present***

Chair, University Strategy Steering Committee  
Özyeğin University  
Istanbul

***September 1997 to August 2003:***

Founding Dean, The Graduate School of Management, Sabancı University, Istanbul, Turkey. As the founding dean, he has designed and implemented MBA and Ph.D. programs and recruited faculty. Served as Dean for two terms.

***September 1992 to September 1994 :***

Scientific Director, La Commission facultaire sur la compétitivité, industrielle et commerciale du Québec (ComCIC), Faculté des sciences de l'administration, Université Laval, Québec, Canada.

***September 1994 to December 1995 :***

Co-director, SORCIER, Faculté des sciences de l'administration, Université Laval, Québec, Canada

***June 1984 to September 1988 ::***

Director, Industrial Competitiveness Research Unit, Faculté des sciences de l'administration, Université Laval, Québec, Canada. Planned and participated in the research activities of the Unit.

***January 1979 to June 1984 :***

Head, Research Group on Technology Management, Faculté des sciences de l'administration, Université Laval, Québec. Planned and participated in the research activities of the Group.

***September 1974 to September 1978 ::***

Director, Department of Operations Research, Marmara Scientific and Industrial Research Institute, TÜBİTAK (The Scientific and Technical Research Council), Gebze, Turkey. As the Director of Operations Research Department:

- planned, coordinated, and supervised the work of a group of 25-30 researchers,
- was on the Executive Board of Directors, the decision making body of Marmara Scientific and Industrial Research Institute.

## **INDUSTRIAL EXPERIENCE**

***November 2013 – Present***

Consultant, Tupmerserize, Inc. (Peker Group) Istanbul.  
Strategic Management and Performance Management.

***February 2001 – March 2012:***

Consultant, Peker Group, Istanbul. Turkey.  
As Management Board Member, worked with the CEO on strategic issues.

***June 1992 to June 1994 :***

Consultant, SHAPE Technical Centre, NATO, The Hague, The Netherlands.  
Conducted the project titled: "A Model-Based Methodology for Consensus Formation in Investment Project Selection".

***January 1987 to October 1987 :***

Consultant, Northern Telecom Canada, Ltd., Toronto, Ontario. Conducted the project titled SORT (System Operation Results Targeting) for the Department of Switching Software Quality Assurance to predict the likely field performance of switching software as a function of the variables of the development process.

***October 1982 to November 1985 ::***

Consultant, Turkish Glass Works, Inc., a large conglomerate employing around 16,000 personnel in its 22 companies of different sizes. Developed and implemented a "Strategic Decision Support System" for competitive strategy formulation at the corporate and division levels.

***September 1981 to August 1982 ::***

Consultant, Industrial Development Bank of Turkey. Developed and implemented a method to empirically measure the competitiveness levels of local manufacturing firms in international markets against foreign rivals.

***September 1974 to August 1978 :***

Director, Department of Operations Research, Marmara Scientific and Industrial Research Institute, TÜBİTAK (The Scientific and Technical Research Council of Turkey). In addition to planning and coordinating the research activities of the department, also conducted and supervised the research projects which were done for industrial firms and government institutions.

***June 1969 to December 1971 :***

Operations Research Analyst, The University Associates Inc., Cleveland, Ohio, USA. Conducted and/or participated in industrial projects"

***August 1966 to August 1968 ::***

Operations Research Analyst, Operational Research Branch, National Coal Board, Harrow-on-the-Hill, London, UK.

***September 1965 to August 1966 ::***

Operations Research Assistant, Operations Research Unit, The Scientific and Technical Research Council of Turkey, Ankara.

**OTHER ACADEMIC EXPERIENCE**

***The Turkish Operational Research Society (TORS):*** Founding member of TORS and the First Secretary General of TORS between 1975-1979.

***The TORS Conferences:*** Initiated and organized the first five TORS conferences: TORS 1 – Boğaziçi University (1975); TORS 2 – Middle East Technical University (1976); TORS 3 – Ege University (1977); TORS 4 – Istanbul Sheraton Hotel (1978); TORS 5 – Anadolu University (1979).

***The International Institute of Forecasters (IIF):*** Founding member of IIF and served as an IIF Director between 1986 and 1990.

***The IIF Symposia (ISF):*** Initiated and participated in the organizations of nine ISF conferences: ISF 1 – Québec, Canada (1981); ISF 2 – Istanbul (1982); ISF 3 – Philadelphia USA (1983); ISF 4 – Boston, USA (1984); ISF 5 – Montreal, Canada (1985); ISF 6 – Paris, France (1986); ISF 7 – Vancouver, Canada (1987); ISF 8 – Amsterdam, Holland (1988); and ISF 15 – Istanbul (1995).

Also chaired/organized two international conferences on competitiveness: one in Quebec City, Canada in 1994 and the other in Agadir, Morocco in 1995.

## **PUBLICATIONS AND RESEARCH REPORTS**

### ***ARTICLES IN REFEREED JOURNALS***

***Google Citation Indices (as of February 20, 2018):***

***Citations: 3361***  
***h-Index: 28***  
***i10-Index: 45***

ORAL, M., KETTANI, O., & MALOUIN, J-L. 2018. Analogical Regression: A Prediction Method based on Comparables. *Building: Special Issue on Real Estate Economics, Management, & Investments*. (Forthcoming)

ORAL, M. 2015. Conceptualizing a Research Paradigm for Multi-Objective Modelling in Supply Chain Management. *Journal of Multi-Criteria Decision Analysis*. 22 (5-6): 293-304.

ORAL, M. AMIN, G.R., OUKIL, A. 2015. Cross-Efficiency in DEA: A maximum resonated appreciative model. *Measurement*. 63(3): 159-167.

KETTANI, O. & ORAL, M. 2015. Designing and Implementing a real estate appraisal system: The case of Québec Province, Canada. *Socio-Economic Planning Sciences*. 49: 1-9. Invited paper.



- ORAL, M., AMIN, G.R., 2015. Cross-Efficiency in DEA: A Maximum Resonated Appreciative Model. *Measurement: Interdisciplinary Research and Perspectives*. Forthcoming.
- ORAL, M., OUKIL, A., MALOUIN, J-L., KETTANI, O. (2014), Appreciative Democratic Voice of DEA: A Case of Faculty Performance Evaluation. *Socio-Economic Planning Sciences*. 48: 20-28.
- ORAL, M., (2012), "Action Research Contextualizes DEA in a Multi-Organizational Decision-Making Process," *Expert Systems with Applications*. 39: 6503-6513.
- ORAL, M., (2010), "E-DEA: Enhanced Data Envelopment Analysis," *European Journal of Operational Research*, Vol.207, Issue 2, pp.916-926.
- ÖZTURAN, E.H., M. ORAL, N. KASAP, B. BOZKAYA, (2008), "Information Technology and Business Awareness Tool," *European Journal of Management*, Vol.8, No.3, pp.123-130.
- GATTOUFI, S., Y. WANG, A. REISMAN, M. ORAL, (2007), "An Interpretation of the Technical Efficiency as the "Best Possible Deviation" from the Conditions Defined by the Weak Axiom of Profit Maximization," *International Business & Economics Research Journal*, Vol.6, No.2, pp.49-58.
- REISMAN, A., B.C. KONDUK, M. ORAL, (2005), "Meta Research in OR/MS: A Taxonomy, Bibliography, and Classification of the Literature," *International Journal of Operations and Quantitative Management*, Vol.12(1), 1082-1910.
- REISMAN, A. AND M. ORAL, (2005), "Soft Systems Methodology: A Context Within a 50-Year Retrospective of OR/MS", *Interfaces: An International Journal of the Institute for Operations Research and The Management Sciences*, Vol.35, No.2, pp.164-178
- GATTOUFI, S., M. ORAL, A. KUMAR, A.REISMAN, (2004), "Epistemology of Data Envelopment Analysis and Comparison with Other Fields of OR/MS", *Socio-Economic Planning Sciences*, Vol.38, Issues 2-3, pp.123-140.
- GATTOUFI, S., M. ORAL, A. REISMAN, (2004), "A Taxonomy for Data Envelopment Analysis", *Socio-Economic Planning Sciences*, Vol.38, pp.

141-158. (In the list of Top 25 Requested Papers ranked (13<sup>th</sup>) between April 2002 – April 2004 of Journal of Socio-Economic Planning Sciences)

GATTOUFI, S. , M.ORAL, A. REISMAN, (2004), “Data Envelopment Analysis Literature: A Bibliography Update 1951-2001,” *Socio-Economic Planning Sciences*, Vol.38, pp.159-229.

GATTOUFI, S., M. ORAL, A. KUMAR, A. REISMAN, (2004), “Content Analysis of Data Envelopment Analysis Literature and Its 5, p Comparison with That of Other OR/MS Fields, *Journal of the Operational Research Society*, Vol.5, Issue 9, pp.911-935.

EMEL, A., M. ORAL, A. REISMAN, R. YOLALAN, (2003), “A Credit Scoring Approach for the Commercial Banking System,” *Journal of Socio-Economic Planning Sciences*, Vol.37, pp.103-123. . (In the list of Top 25 Requested Papers ranked (1<sup>th</sup>) between April 2002 – April 2004 of Socio-Economic Planning Sciences)

ORAL, M., O. KETTANI, Ü. ÇINAR,(2001), “Project Evaluation and Selection in a Network of Collaboration: A Consensual Disaggregation Multi-Criterion Approach,” *European Journal of Operational Research*, Vol.130, Issue.2, pp.332-346.

LAKHAL, S., A. MARTEL, O. KETTANI, and M. ORAL, (2001), “On the Optimization of Supply Chain Networking Decisions,” *European Journal of Operational Research*, Vol. 129 , Issue 2, pp.259-270. (Number 1 in the “EJOR Top 10 Requested Papers. Year 2001” with 700 requests: [www.elsevier.com/homepage/sae/orms/eor/top10.htm](http://www.elsevier.com/homepage/sae/orms/eor/top10.htm))

ORAL, M. and A. MARTEL, (1999), “Competitiveness Analysis for Strategy Formulation: Editorial Note”, *European Journal of Operational Research*, Vol.118, pp.213-216.

ORAL, M., U. CINAR, H. CHABCHOUB, (1999), “Linking Industrial Competitiveness with Productivity at the Firm Level”, *European Journal of Operational Research*, Vol.118, Issue 2, pp.271-277.

LAKHAL, S., A. MARTEL. M. ORAL, B. MONTREUIL, (1999), “Network Companies and Competitiveness: Framework for Analysis”, *European Journal of Operational Research*, Vol. 118, Issue 2, pp. 278-294.

- ORAL, M., O. KETTANI, D. POULIN, (1998), "Globalization, Competition and Collective Decision", *Human Systems Management*, Vol.17, No.3, pp. 169-182.
- KETTANI, O. and M. ORAL, (1998), "Globalization and Competitiveness: Human Implications", *Human Systems Management*, Vol.17, No.3, pp. 165-167.
- KETTANI, O. M. ORAL, Y. SISKOS, (1997), "A Multiple Criteria Analysis Model for Real Estate Evaluation," *Journal of Global Optimization* Vol., 12, No.2, pp.197-214.
- ORAL, M. and H. CHABCHOUB, (1997), "An Estimation Model for Replicating the Rankings of the World Competitiveness Report", *International Journal of Forecasting*, Vol.13, pp.527-537.
- LANDRY, M., C. BANVILLE, M.ORAL, (1996), "Model Legitimization in Operational Research," *European Journal of Operational Research*, Vol.92, Issue 3, pp.443-457.
- ORAL, M. and H. CHABCHOUB, (1996), "On the Methodology of World Competitiveness Report", *European Journal of Operational Research*, Vol.90, Issue 3, pp.514-535.
- ORAL, M., O. KETTANI, M. DAOUAS, (1993), "A Methodology for Country Risk Rating," *Transactions on Operational Research*, Vol.5, No.1, pp.1-17
- KETTANI, O and M. ORAL (1993), "Reformulating Quadratic Assignment Problems for Efficient Optimization," *IIE Transactions*, Vol.25, No.6, pp.97-107.
- ORAL, M., (1993), "A Methodology for Competitiveness Analysis and Strategy Formulation in Glass Industry," *European Journal of Operational Research*, Vol.68, Issue.1, pp.9-22.
- ORAL, M. and O. KETTANI, (1993), "The Facets of Modeling and Validation Process in Operations Research," *European Journal of Operational Research*, Vol.66, No.2, pp.216-234.
- LANDRY, M. and M. ORAL, (1993), "In Search of a Valid View of Model Validation for Operations Research," *European Journal of Operational Research*, Vol.66, No.2, pp.161-167.

- ORAL, M., O. KETTANI, R. YOLALAN (1993), "An Empirical Study on Analyzing the Productivity of Bank Branches," *IIE Transactions*, Vol.24, No.5, pp.166-176.
- COSSET, J-C., M. DAOUAS, O. KETTANI, M. ORAL, (1993), "Replicating Country Risk Ratings, " *Journal of Multinational Financial Management*, Vol. 3 (1/2) pp.1-29.
- ORAL, M., O. KETTANI, J-C. COSSET, M. DAOUAS, (1992), "An Estimation Model for Country Risk Rating," *International Journal of Forecasting*, Vol.8, No.4, pp.583-593.
- ORAL, M. and O. KETTANI, (1992), "Reformulating Nonlinear Combinatorial Optimization Problems for Computational Efficiency," *European Journal of Operational Research*, Vol.58, No.2, 236-249.
- ORAL, M. and O. KETTANI, (1992), "A Linearization Procedure for Quadratic and Cubic Mixed-Integer Problems," *Operations Research*, Vol.40, Supplement 1, pp.S109-S116.
- ORAL, M. and A.E. SINGER, (1992), "Strategic Analysis Using Actual and Potential Competitiveness," *Management Research News*, Vol.15, No.1, pp.5-12.
- ORAL, M., O. KETTANI, P. LANG (1991), "A Methodology for Collective Evaluation and Selection of Industrial R&D Projects," *Management Science*, Vol.37, No.7, pp.871-885.
- ORAL, M. and R. YOLALAN, (1990), "An Empirical Study on Measuring Operating Efficiency and Profitability of Bank Branches," *European Journal of Operational Research*, Vol.46, No.3, pp.282-294.
- ORAL, M. and O. KETTANI, (1990), "Modeling Outranking Process as a Mathematical Programming," *Computers & Operations Research*, Vol.17, No.4, pp.411-423.
- KETTANI, O. and M. ORAL, (1990), "Equivalent Formulations of Nonlinear Integer Problems for Efficient Optimization," *Management Science*, Vol.36, No.1, pp.115-119.
- ORAL, M., A.E. SINGER, O. KETTANI, (1989), "The Level of International Competitiveness and Its Strategic Implications," *International Journal of Research in Marketing*, Vol.6, No.4, pp.267-282.

- ORAL, M. and C.R. DOMINIQUE, (1989), "An Analytical Approach to Competitive Strategy Formulation in Mature Industries," *IIE Transactions*, Vol.21, No.3, pp.271-278.
- ORAL, M. and O. KETTANI, (1989), "A Mathematical Programming Model for Market Share Prediction," *International Journal of Forecasting*, Vol.5, No.1, pp.59-68.
- ORAL, M. and O. KETTANI, (1989), "Modeling the Process of Multiattribute Choice," *Journal of the Operational Research Society*, Vol.40, No.3, pp.281-291.
- SINGER, A.E. and M. ORAL, (1988), "Organizational Hierarchy and Corporate Strategy: A Modification of the Normative Model," *Management Research News*, Vol.11, No.6, pp.10-18.
- ORAL, M. and A. REISMAN, (1988), "Measuring Industrial Competitiveness" *Industrial Marketing Journal*, Vol.17, pp.263-272.
- GARCEAU, S., M. ORAL, R. J. RAHN, (1988), "The Influence of Data Presentation Mode on Strategic Decision Making Performance," *Computers & Operations Research*, Vol.15, No.5, pp.479-488.
- ORAL, M. and O. KETTANI, (1988), "Modelisation de part du march,: une approche multi-critère," *Revue Canadienne des Sciences de l'Administration*, Vol.5, No.2, pp.40-50.
- ORAL, M. and C. LE-VAN, (1988), "Une Méthode d'analyse des écarts pour valuation de la performance," *Revue Canadienne des Sciences de l'Administration*, Vol.5, No.1, pp.64-74.
- ORAL, M., (1987), "A DSS Design Framework for Competitive Strategy Formulation," *European Journal of Operational Research*, Vol.28, No.2, pp.132-145.
- ORAL, M., (1986), "An Industrial Competitiveness Model," *IIE Transactions*, Vol.18, No.2, pp.148-157.
- DOMINIQUE, C.R. and M. ORAL, (1986), "Exporting to Northern Markets: The Making of an Industrial Competitiveness Index," *Industry and Development* (UNIDO's Scientific Series), Vol.18, pp.1-17.

- ORAL, M. and A. O. OZKAN, (1986), "An Empirical Study on Measuring Industrial Competitiveness," *Journal of the Operational Research Society*, Vol.37, No.4, pp.345-356.
- ORAL, M., (1985), "Industrial Competitiveness," *Turkish Journal of Operational Research*, Vol.4, No.2, pp.49-108 (Invited Paper).
- ORAL, M., (1985), "Forecasting Industrial Competitiveness: A Framework" *International Journal of Forecasting*, Vol.1, No.1, pp.49-62.
- LANDRY, M., J-L. MALOUIN, M. ORAL, (1985), "La Validation des modèles en recherche opérationnelle," *AFCET/INTERFACES*, Vol.31, pp.9-20 (Invited Paper).
- LANDRY, M., J-L. MALOUIN, M. ORAL, (1983), "Model Validation in Operations Research," *European Journal of Operational Research*, Vol.14, Issue 3, pp.207-220 (Invited Paper).
- ORAL, M., (1981), "Equivalent Formulations of Inventory Control Problems," *AIIE Transactions*, Vol.13, No.4, pp.325-332.
- ORAL, M., (1981), "Multi-Item Inventory Management with Monetary Objective Function," *AIIE Transactions*, Vol.13, No.1, pp.41-46.
- ORAL, M., (1981), "Improved Implementation of Inventory Control Models through Equivalent Formulations," *Journal of Operations Management* Vol.1, No.4, pp.173-181.
- ORAL, M., J-L. MALOUIN, J. RAHN, (1981), "Formulating Technology Policy and Planning R&D Activities," *Management Science*, Vol.27, No.11, pp.1294-1308.
- ORAL, M., N. YETIS, R.K. UYGUR, (1981), "Participatory Planning of Industrial R&D Activities," *Technological Forecasting and Social Change*, Vol.19, No.6, pp.265-277.
- ORAL, M., (1981), "On Science and Technology Policy," *Turkish Journal of Operations Research*, Vol.1, No.2, pp.32-43.
- ORAL, M., (1976), "A Methodology for Designing National R&D Policy," *ITTC Review*, Vol.V, No.2, pp.1-9.

SALVADOR, M.S., M. ORAL, A. REISMAN, B.V. DEAN, (1975), "Mathematical Modeling, Optimization and Simulation Improve Large-Scale Finished Goods Inventory Management," *Journal of Production and Inventory Management*, Vol.16, No.2, pp.52-64.

ORAL, M., J-L. MALOUIN, J.B. HOBBS, (1974), "An Inventory Control Policy of the (Q,S,R) Type for Manufacturing Industries: Simulation Analysis Approach," *AIIE Transactions*, Vol.6, No.4, pp.345-353.

ORAL and J-L. MALOUIN, (1973), "Evaluation of the Shortest Processing Time Scheduling Rule with Truncation Process," *AIIE Transactions*, Vol.5, No.12, pp.352-361.

ORAL, M., M.S. SALVADOR, A. REISMAN, B.V. DEAN, (1972), "On the Evaluation of Shortage Cost for Inventory Control of Finished Goods," *Management Science*, Vol.18, No.6, pp.344-351.

## **BOOKS**

ORAL, M. and O. KETTANI, (Editors) *Globalization and Competitiveness*, Bilkent University Press, Ankara, Turkey, 1997.

MARTEL, A. and M. ORAL, (Editors) *Les Défis de la Compétitivité: Bilan et Solutions*, Publi-Relais, Montreal, Canada, 1995

MARTEL, A. and M. ORAL, (Editors) *Les Défis de la Compétitivité: Vision et Stratégies*, Publi-Relais, Montreal, Canada, 1995

ORAL, M., U. CINAR, G. ULUSOY, (Editors) *Operations Research: Proceedings'77*, TUBITAK Press, Ankara (1979).

DOGRUSOZ, H., M. CELASUN, M. ORAL, H. YALCIN, (Editors), *Operations Research: Proceedings'76*, TUBITAK Press, Ankara (1978).

ORAL, M. and U. CINAR, (Editors), *Operations Research: Proceedings'75*, TUBITAK Press, Ankara (1976).

REISMAN, A., B.V. DEAN, M.S. SALVADOR, M. ORAL, (1972), *Industrial Inventory Control*, Gordon Breach and Science Publishers, N.Y.

## ***RECENT RESEARCH REPORTS AND WORKING PAPERS***

ORAL, M., MENGÜÇ, P., ÇAMUT, Ö., ER, A. 2018. A. Designing a DEA-Based Engaging Process for University Strategy Formulation.

ORAL, M. 2017. Meaning Management: A Theoretical Framework for Marketing Practice.

ORAL, M., KETTANI, O., MALOUIN, J-L., 2017. Analogical Regression: A Prediction Method Based on Comparables.

ORAL, M. 2016. Meaning Management: A Framework for Leadership Ontology.).

ORAL, M. & KETTANI, O. 2017. Reasoning Types in Modeling.

ORAL, M. 2017. A Framework for Management Research.

ORAL, M. 2016. Toward a Theory of Meaning Management.

ORAL, M. (2013), "Leadership Through Meaning Management," The Deloitte Research Institute.