

Amrita School of Business
Research Traditions in Operations Management
Ph.D., Programme Course, December 2016- January 2017
Course Plan

Faculty: Dr. Suresh M

Total No. of hours: 45

Course Description:

Organizations, both profit and non-profit, are concerned with the production of goods / services that would be accepted by the target customers. Operations constitute the core functions of adding value to a set of inputs, that make them usable by the consumers (wheat flour to bread, for example), at a certain cost. In this context, generation of operating efficiency is an integral part of the process. However, a fundamental challenge in managing operations is assuring customer satisfaction while maintaining a high degree of resource productivity. Conceptually, the field of Operations Management can be split into two parts; 1) design of operating systems, and 2) its use for generation of surplus commodities/service. Apart from this, another major classification of Operations Management can be 1) manufacturing systems and 2) services operations.

The Quality, productivity (and hence price) and delivery efficiency have become the basic minimums that has to be maintained by a firm to stay in competition. No manufacturing company is purely into manufacturing today. To seek differentiation in competition, manufacturing firms are finding ways to attach 'service' components to the product. Now a day, the concept of a 'product' has also changed and, it includes 'service' as well as environmental and larger social concerns which are occupying the decision space of the management.

This course on "Research Traditions in Operations Management" primarily emphasizes on two aspects; 1) identification of the operational bottlenecks confronted by both production and service sectors in the current market scenario and 2) address the challenges with appropriate strategies/solutions. The objective of the course is to perform a structural research analysis of operations management at the existing setup and with current practises. The course outcome is focused on understanding the paradigm shift in operations management arena and adding to the body of knowledge by augmenting the existing operational practises with more research insights.

Learning objectives:

On successful completion of this course the research scholar should be able to:

- Understand the operational issues of the Production & Service Industries.
- Identify the operational research gaps and recommend the appropriate operations strategy/solutions.
- Understand the contemporary research methods and tools in operations management.
- Advocate the importance of structural analysis of manufacturing and service operations.

Pedagogy:

The course will closely follow the way the prescribed research articles are organized. The pedagogy would be broadly lecture based supported by research discussions and term paper writing.

Assessment:

The specific evaluation components will be as follows:

- Final Exam **40%**
- Term Paper **60%**

Course Requirements:

Regular attendance in the class, careful listening, active participation, and meticulous class preparation (all of which are evaluated). Throughout this course, the research scholars are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of term paper. The potential of making learning interesting and effective lies primarily in the hands of the research scholars and are expected to use the same for this course throughout the semester.

Structure of the course:

Session	Topic	Research Paper/Case/ Book
1	A definition of theory: research guidelines for different theory-building research methods in operations management	Wacker, (1998)
2	A theory of formal conceptual definitions: developing theory-building measurement instruments	Wacker, (2004)
3	Action research for operations management	Coughlan & Coughlan (2002)
4	Building operations management theory through case and field research	Meredith (1998)
5	Case research in operations management	Voss, et al., (2002)
6	Classics in production and operations management	Sower, et al., (1997)
7	Contemporary research in Operations Management	Lev, & Shen, (2015)
8	Contingency research in operations management practices	Sousa, & Voss, (2008)
9	Effective case research in operations management: a process perspective	Stuart, et al., (2002)
10	Evolution of the field of operations management	Sprague (2007)
11	Metaphors in operations management theory building	Foropon & McLachlin (2013)
12	Necessary condition hypotheses in operations management	Dul , et al., (2010)

13	Operations management and operations research: a historical and relational perspective	Fuller & Mansour (2003)
14	Operations management and the resource based view: Another view	Bromiley & Rau (2016)
15	Operations management research methodologies using quantitative modeling	Will M. Bertrand & Fransoo (2002)
16	Organisation design in operations management	Ruffini, et al., (2000)
17	Priority management: new theory for operations management	Westbrook (1994)
18	Qualitative case studies in operations management: Trends, research outcomes, and future research implications	Barratt, et al., (2011)
19	Qualitative middle-range research in operations management: the need for theory-driven empirical inquiry	Soltani, et al., (2014)
20	Relationships between theory-driven empirical research in operations management and other disciplines	Amundson, (1998)
21	Resource based theory in operations management research	Hitt, et al., (2016)
22	Service operations management: return to roots	Johnston (1999)
23	Service, services and products: rethinking operations strategy	Spring & Araujo (2009)
24	Servitization and operations management: a service dominant-logic approach	Smith, et al., (2014)
25	Survey research in operations management: a process-based perspective	Forza, (2002)
26	Survey research in operations management: historical analyses	Rungtusanatham, et al., (2003)
27	The relationship between total quality management practices and operational performance.	Samson & Terziovski (1999)
28	Theory of constraints: a theory for operations management	Gupta & Boyd (2008)
29	Using grounded theory method for theory building in operations management research: A study on inter-firm relationship governance	Binder & Edwards (2010)
30	Towards a unifying theory of management standard implementation: the case of ISO 9001/ISO 14001	Ivanova, et al., (2014)
31-35	Term paper: Research Question	
36-45	Term paper: Model development	

Contact hours for students

Contact Hours: All Tuesday and Friday, from 11a.m. to 1 p.m. in my office room.

Extra Contact Hours: Research Scholars are welcome to discuss their questions, seek clarifications, on all Monday and Wednesday (2 p.m. to 3 p.m.)

The PhD course, learning goal: Critical and Integrative Thinking.

Communication information of the instructor:

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Reference Papers

Amundson, S. D. (1998). Relationships between theory-driven empirical research in operations management and other disciplines. *Journal of Operations management*, 16(4), 341-359.

Barratt, M., Choi, T. Y., & Li, M. (2011). Qualitative case studies in operations management: Trends, research outcomes, and future research implications. *Journal of Operations Management*, 29(4), 329-342.

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Bromiley, P., & Rau, D. (2016). Operations management and the resource based view: Another view. *Journal of Operations Management*, 41, 95-106.

Coughlan, P., & Coughlan, D. (2002). Action research for operations management. *International journal of operations & production management*, 22(2), 220-240.

Dul, J., Hak, T., Goertz, G., & Voss, C. (2010). Necessary condition hypotheses in operations management. *International Journal of Operations & Production Management*, 30(11), 1170-1190.

Foropon, C., & McLachlin, R. (2013). Metaphors in operations management theory building. *International Journal of Operations & Production Management*, 33(2), 181-196.

Forza, C. (2002). Survey research in operations management: a process-based perspective. *International journal of operations & production management*, 22(2), 152-194.

Fuller, J. A., & Mansour, A. H. (2003). Operations management and operations research: a historical and relational perspective. *Management Decision*, 41(4), 422-426.

Gupta, M. C., & Boyd, L. H. (2008). Theory of constraints: a theory for operations management. *International Journal of Operations & Production Management*, 28(10), 991-1012.

Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, 41, 77-94.

- Ivanova, A., Gray, J., & Sinha, K. (2014). Towards a unifying theory of management standard implementation: the case of ISO 9001/ISO 14001. *International Journal of Operations & Production Management*, 34(10), 1269-1306.
- Johnston, R. (1999). Service operations management: return to roots. *International Journal of Operations & Production Management*, 19(2), 104-124.
- Lev, B., & Shen, W. (2015). Contemporary research in Operations Management. *International Journal of Management Science and Engineering Management*, 10(1), 1-2.
- Meredith, J. (1998). Building operations management theory through case and field research. *Journal of operations management*, 16(4), 441-454.
- Ruffini, F. A., Boer, H., & van Riemsdijk, M. J. (2000). Organisation design in operations management. *International Journal of Operations & Production Management*, 20(7), 860-879.
- Rungtusanatham, M. J., Choi, T. Y., Hollingworth, D. G., Wu, Z., & Forza, C. (2003). Survey research in operations management: historical analyses. *Journal of Operations Management*, 21(4), 475-488.
- Samson, D., & Terziovski, M. (1999). The relationship between total quality management practices and operational performance. *Journal of operations management*, 17(4), 393-409.
- Smith, L., Maull, R., & CL Ng, I. (2014). Servitization and operations management: a service dominant-logic approach. *International Journal of Operations & Production Management*, 34(2), 242-269.
- Sower, V. E., Motwani, J., & Savoie, M. J. (1997). Classics in production and operations management. *International Journal of Operations & Production Management*, 17(1), 15-28.
- Sousa, R., & Voss, C. A. (2008). Contingency research in operations management practices. *Journal of Operations Management*, 26(6), 697-713.
- Soltani, E., K. Ahmed, P., Ying Liao, Y., & U. Anosike, P. (2014). Qualitative middle-range research in operations management: the need for theory-driven empirical inquiry. *International Journal of Operations & Production Management*, 34(8), 1003-1027.
- Sprague, L. G. (2007). Evolution of the field of operations management. *Journal of Operations Management*, 25(2), 219-238.
- Spring, M., & Araujo, L. (2009). Service, services and products: rethinking operations strategy. *International Journal of Operations & Production Management*, 29(5), 444-467.
- Stuart, I., McCutcheon, D., Handfield, R., McLachlin, R., & Samson, D. (2002). Effective case research in operations management: a process perspective. *Journal of Operations Management*, 20(5), 419-433.
- Voss, C., Tsikriktsis, N., & Frohlich, M. (2002). Case research in operations management. *International journal of operations & production management*, 22(2), 195-219.
- Wacker, J. G. (1998). A definition of theory: research guidelines for different theory-building research methods in operations management. *Journal of operations management*, 16(4), 361-385.
- Wacker, J. G. (2004). A theory of formal conceptual definitions: developing theory-building measurement instruments. *Journal of Operations Management*, 22(6), 629-650.

Westbrook, R. (1994). Priority management: new theory for operations management. *International Journal of Operations & Production Management*, 14(6), 4-24.

Will M. Bertrand, J., & Fransoo, J. C. (2002). Operations management research methodologies using quantitative modeling. *International Journal of Operations & Production Management*, 22(2), 241-264.