

Business 9815 – Operations II PhD Seminar

Winter 2024

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Thursdays 1:00 p.m. – 4:00 p.m.
Location: Ivey 2348
(12 Sessions)

LAND ACKNOWLEDGEMENT

Western University is situated on the traditional lands of the Anishinaabek, Haudenosaunee, Lunaapewak, and Chonnonton Nations, who have long-standing relationships to the land and region of southwestern Ontario and the city of London. The local First Nations communities are the Chippewas of the Thames First Nation, the Oneida Nation of the Thames, and the Munsee Delaware Nation.

COURSE DESCRIPTION

Business 9815 (Operations II PhD Seminar) provides seminar participants with a discussion-based, shared learning opportunity to constructively yet critically assess a sampling of noteworthy empirical research examining foundational substantive topics in operations management including capacity management, inventory management, production planning and control, lean management, quality management, service management, supply management, sustainable and responsible operations, and operations strategy. While in many instances more recent published papers were purposefully selected for discussion, a shared learning and collaborative review of these research efforts should provide introductory scholarly theorization and managerial practice understanding to aid seminar participants in their own framing and examination of empirically informed and/or informing operational phenomenon. In the process, seminar participants will be encouraged to identify and assimilate for their own scholarly insights and foundational knowledge well-being the seminal empirical research in each operations management substantive topic area examined.

LEARNING OUTCOMES/OBJECTIVES

The specific **content and skills learning** goals for the Operations II PhD Seminar are:

1. By reading and critically analyzing a sample of the scholarly literature, seminar participants will develop a meaningful understanding of the relevant substantive, theoretical, and practical issues and considerations related to each of the core operations management topics addressed in the course.
2. Given that the readings are purposively selected to illustrate different types of scholarly perspectives and empirical approaches found in the literature, seminar participants should gain thoughtful insights on, and be able to articulate how, practically relevant empirical research is rigorously formulated, argued, executed, and communicated.
3. Seminar participants will critically, yet constructively, evaluate the argumentation and theorization strengths and weaknesses of the assigned empirical research articles and discuss the substantive insights, and their associated scholarly and managerial ramifications, emanating from each reading.
4. Seminar participants will be encouraged to synthesize and integrate ideas from the scholarly literature to identify their own novel, practically relevant, and theorization and understanding advancing research questions and suppositions.

METHODS OF EVALUATION

Each seminar participant will be evaluated on the quality of their efforts in the following way:

1. Contribution – 40%

I expect each seminar participant to be fully prepared and actively contribute to shared-learning in all twelve discussion sessions. In preparing each assigned article, please consider the following preparation questions (as well as others that may be relevant to the specific scholarly research discussed):

- What is the nature and scope of the phenomenon, issue, or problem being addressed?
- Is the phenomenon, issue, or problem a managerially significant one? Why?
- What is the scholarly argumentation/theorization proposed in the article?
- What are the authors' major suppositions and assumptions?
- Is the empirical research methodology appropriate for rigorously examining the phenomenon, issue, or problem being addressed?
- What are the strengths and shortcomings of the empirical research effort?
- Does the empirical research analysis support the discussion-based insights and conclusions?
- Are the author(s) empirically-based conclusions practically relevant for decision makers?
- What meaningful contribution does this research offer to the scholarly literature? To me?

2. Term Paper – 40%. The term paper encompasses a critical, and hopefully novel, conceptualization and initial research design of an empirical examination of an operations management phenomenon, issue, or problem related to any of the PhD seminar substantive

topics discussed. More details will be provided in the January 11th class session. Seminar participants should submit their completed term paper no later than April 18.

3. Manuscript review (take-home) – 20%. The assignment’s manuscript will be distributed on March 14 and seminar participants should submit their review no later than April 11.

In-person attendance, unless exempted by the seminar faculty member, for all synchronous learning class sessions is expected. A synchronous hybrid learning option will be offered to those feeling unwell for any particular class session. Any seminar participant missing more than two synchronous learning class sessions will be withdrawn from the course. Further, seminar participants are expected to be fully prepared for each class session and meaningfully contribute to every shared learning discussions. There is no make-up work for missed contribution to shared learning. Lastly, late submissions will not be accepted.

MATERIALS/REQUIRED READING

A listing of assigned readings for each seminar session is appended to this course syllabus. These assigned readings are generally available through Western University’s Library website (under the E-Journals link) and seminar participants are expected to obtain their own copies of these assigned readings and have each article fully prepared for discussion prior to each synchronous learning session. Given the array of empirical research methods utilized in these assigned readings, it is expected that seminar participants do their best prior to each class session to familiarize themselves, either individually or in groups, with any pertinent background article references related to the method(s)/methodology employed.

COURSE TIMELINE AND FORMAT

The following table highlights the Operations II PhD Seminar schedule. As noted previously, a listing of assigned readings for each seminar session is appended to this course syllabus.

Session	Topic	Date
1	Operations Management Research Areas and Approaches	January 11, 2024
2	Capacity Management	January 18, 2024
3	Inventory Management	January 25, 2024
4	Production Planning and Control	February 1, 2024
5	Lean Management	February 8, 2024
6	Quality Management	February 15, 2024
7	Service Management	February 29, 2024
8	Healthcare Management	March 7, 2024
9	Supply Management	March 14, 2024
10	Sustainable and Responsible Operations	March 21, 2024
11	Operations Strategy	March 28, 2024
12	Operations Management Empirical Research Opportunities	April 4, 2024

ENROLLMENT RESTRICTIONS

Enrollment in this course is restricted to graduate students in the Ivey PhD Program, as well as any student who has obtained special permission to enroll from the seminar faculty member as well as the Graduate Chair (or equivalent) from the student's home program.

ACADEMIC OFFENCES: PLAGIARISM AND ACADEMIC INTEGRITY

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

GENERATIVE AI USE IN IVEY'S PROGRAMS

The use of generative AI has implications for a student's relationship with academic rigour, academic integrity, and data privacy. There are opportunities and there are risks; many of which are not yet comprehensively known.

In creating deliverables for assessment (including in-class contribution, pre- and post-class contribution, session reflections, assignments, reports), students have the opportunity to produce high quality, evidence-based, **original** work that advances and deepens their learning. It has been documented that generative AI tools can produce inaccurate, biased and/or outdated information. Please take the necessary steps to verify the accuracy of the information produced and its references.

Should a faculty member permit the use of generative AI tools in their course, they will provide instructions as to scope of its use. In these instances, it is the student's responsibility to reference all uses of generative AI in line with one of the three citation and reference management systems: [MLA](#), [Chicago](#), [APA](#).

HEALTH AND WELLNESS SERVICES

As part of a successful graduate student experience at Western, we encourage students to make their health and wellness a priority. Western provides several on campus health-related services to help you

achieve optimum health and engage in healthy living while pursuing your graduate degree. See <https://www.uwo.ca/health>.

Students who are in emotional/mental distress should refer to Mental Health Support at <https://www.uwo.ca/health/psych/index.html> for a complete list of options about how to obtain help. Additionally, students seeking help regarding mental health concerns are advised to speak to someone they feel comfortable confiding in, such as their faculty supervisor, their program director or program coordinator.

ACCESSIBLE EDUCATION WESTERN

Western is committed to achieving barrier-free accessibility for all its members, including graduate students. As part of this commitment, Western provides a variety of services devoted to promoting, advocating, and accommodating persons with disabilities in their respective graduate program.

Graduate students with disabilities (for example, chronic illnesses, mental health conditions, mobility impairments) are strongly encouraged to register with [Accessible Education Western \(AEW\)](#), a confidential service designed to support graduate and undergraduate students through their academic program. With the appropriate documentation, the student will work with both AEW and their graduate programs (normally their Graduate Chair and/or Course instructor) to ensure that appropriate academic accommodations to program requirements are arranged. These accommodations include individual counselling, alternative formatted literature, accessible campus transportation, learning strategy instruction, writing exams and assistive technology instruction.

A FINAL WELCOME AND REQUEST OF STUDENTS

I welcome seminar participants and their diverse backgrounds, beliefs, ethnicities, genders, gender identities, gender expressions, national origins, religious affiliations, sexual orientations, ability, and other visible and nonvisible differences. Further, I consider the Business 9815 learning space to be a place where all will be treated with respect. As such, all seminar participants are expected to contribute to a respectful, hospitable, and inclusive environment for every other member of the course. If it is appropriate to our shared learning and you feel comfortable doing so, I encourage seminar participants to share their unique point(s) of view as we explore the course content.

SEMINAR ASSIGNED READINGS

In addition to the assigned peer-review journal articles assigned in the schedule that follows, seminar participants should generally familiarize themselves prior to each Business 9815 class session with the substantive operations management topic area specifically examined. Towards that end, The Routledge Companion to Production and Operations Management (2017) edited by Martin Starr and Sushil Gupta provides informative overviews of the extant research on many of the substantive operations management topic areas examined in Business 9815. Please download a copy of this book through Western Libraries and browse through the book's contents prior to the commencement of the course. Suggested overview readings for each class session from The Routledge Companion to Production and Operations Management (RCPOM) are highlighted below.

Session 1: Operations Management Research Areas and Approaches (January 11, 2024)

RCPOM Overview Readings: Chapters 1, 35, 37

Assigned Articles:

- Chase, R.B. and E.L. Prentis. 1987. Operations Management: A Field Rediscovered. *Journal of Management*, 13(2), 351-366. (*Background Reading*)
- de Treville, S., Browning, T., and R. Oliva. 2023. Empirically Grounding Analytics (EGA) Research in the Journal of Operations Management. *Journal of Operations Management*, 69, 337-348.
- Fisher, M. 2007. Strengthening the Empirical Base of Operations Management. *Manufacturing & Service Operations Management*, 9(4), 368-382.
- Manikas, A., L. Boyd, J. Guan, and K. Hoskins. 2020. A Review of Operations Management Literature: A Data-driven Approach. *International Journal of Production Research*, 58(5), 1442-1461. (*Background Reading*)
- Melnyk, S.A., Flynn, B.B., and A. Awaysheh. 2018. The Best of Times and The Worst of Times: Empirical Operations and Supply Chain Management Research. *International Journal of Production Research*, 56(1-2), 164-192.
- Roth, A.V. 2007. Applications of Empirical Science in Manufacturing and Service Operations. *Manufacturing & Service Operations Management*, 9(4), 353-367.
- Roth, A., J. Singhal, K. Singhal, and C.S. Tang. 2016. Knowledge Creation and Dissemination in Operations and Supply Chain Management. *Production and Operations Management*, 25(9), 1473-1488.
- Swamidass, P.M. 1991. Empirical Science: New Frontier in Operations Management Research. *Academy of Management Review*, 16(4): 793-814. (*Background Reading*)

Session 2: Capacity Management (January 18, 2024)

Assigned Articles:

- Kim, S-H, Chan, C.W., Olivares, M., and G. Escobar. 2015. ICU Admission Control: An Empirical Study of Capacity Allocation and Its Implication for Patient Outcomes. *Management Science*, 61(1), 19-38.
- Klassen, R.D., and L.J. Menor. 2007. The Process Management Triangle: An Empirical Investigation of the Capacity, Variability, and Inventory Trade-offs. *Journal of Operations Management*, 25, 1015-1034.

- Kovach, J. J., M. Hora, A. Manikas, and P.C. Patel. 2015. Firm Performance in Dynamic Environments: The Role of Operational Slack and Operational Scope. *Journal of Operations Management*, 37, 1–12.
- Song, J-S, G-J van Houtum, and J.A. Van Mieghem. 2020. Capacity and Inventory Management: Review, Trends, and Projections. *Manufacturing & Service Operations Management*, 22(1), 36-46. (Background Reading)
- Sterman, J. D., and G. Dogan, G. 2015. “I’m Not Hoarding, I’m Just Stocking Up before the Hoarders Get Here.” Behavioral Causes of Phantom Ordering in Supply Chains. *Journal of Operations Management*, 39–40, 6–22.

Session 3: Inventory Management (January 25, 2024)

RCPOM Overview Reading: Chapter 6

Assigned Articles:

- Cachon, G.P., S. Gallino, and M. Olivares. 2019. Does Adding Inventory Increase Sales? Evidence of a Scarcity Effect in U.S. Automobile Dealerships. *Management Science*, 65(4), 1469–1485.
- Chuang, H. H. C. and R. Oliva. 2015. Inventory Record Inaccuracy: Causes and Labor Effects. *Journal of Operations Management*, 39–40, 63–78.
- Eroglu, C. and C. Hofer. 2011. Lean, Leaner, too Lean? The Inventory-performance Link Revisited. *Journal of Operations Management*, 29(4), 356–369.
- Gaur, V., Fisher, M. L., and A. Raman. 2005. An Econometric Analysis of Inventory Turnover Performance in Retail Services. *Management Science*, 51(2), 181–194.
- Rummyantsev, S. and S. Netessine. 2007. What Can Be Learned from Classical Inventory Models? A Cross-Industry Exploratory Investigation. *Manufacturing & Service Operations Management*, 9(4), 409-429.

Session 4: Production Planning and Control (February 1, 2024)

RCPOM Overview Readings: Chapters 3, 4

Assigned Articles:

- Brau, R., Aloysius, J., and E. Siemsen. 2023. Demand Planning for the Digital Supply Chain: How to Integrate Human Judgment and Predictive Analytics. *Journal of Operations Management*, 69(6), 965-982.
- Narayanan, A., F. Sahin, and E.P. Robinson. 2019. Demand and Order-fulfillment Planning: The Impact of Point-of-Sale Data, Retailer Orders and Distribution Center Orders on Forecast Accuracy. *Journal of Operations Management*, 65, 468-486.
- Olhager, J. 2013. Evolution of Operations Planning and Control: From Production to Supply Chains. *International Journal of Production Research*. 51(23-24), 6836-6843. (Background Reading)
- Pan, X., Dresner, M., Mantin, B., and J.A. Zhang. 2020. Pre-Hurricane Consumer Stockpiling and Post-Hurricane Product Availability: Empirical Evidence from Natural Experiments. *Production and Operations Management*, 29(10), 2350-2380.
- Seifert, M., E. Siemsen, A.L. Hadida, and A.B. Eisingerich. 2015. Effective Judgemental Forecasting in the Context of Fashion Products. *Journal of Operations Management*, 36(3), 33-45.

Session 5: Lean Management (February 8, 2024)

RCPOM Overview Reading: Chapter 12

Assigned Articles:

- Browning, T.R. and R.D. Heath. 2009. Reconceptualizing the Effects of Lean on Production Costs with Evidence from the F-22 Program. *Journal of Operations Management*, 27(1), 23-44.
- Cusumano, M.A., Holweg, M., Howell, J., Netland, T., Shah, R., Shook, J., Ward, P., and J. Womack. 2020. Commentaries on “The Lenses of Lean”. *Journal of Operations Management*, 67(5), 627-639. (Background Reading)
- Hopp, W.J. and M.S. Spearman. 2020. The Lenses of Lean: Visioning the Science and Practice of Efficiency. *Journal of Operations Management*, 67(5), 610-626. (Background Reading)
- Netland, T.H. and K. Ferdows. 2016. The S-Curve Effect of Lean Implementation. *Production and Operations Management*, 25:6, 1106-1020.
- Shah, R. and P.T. Ward. 2003. Lean Manufacturing: Context, Practice Bundles, and Performance. *Journal of Operations Management*, 21, 129-149.
- Shah, R. and P.T. Ward. 2007. Defining and Developing Measures of Lean Production. *Journal of Operations Management*, 25, 785-805.
- Staats B.R., D.J. Brunner, and D.M. Upton. 2011. Lean Principles, Learning, and Knowledge Work: Evidence from a Software Services Provider. *Journal of Operations Management*, 29(5), 376–390.

Session 6: Quality Management (February 15, 2024)

RCPOM Overview Reading: Chapter 7

Assigned Articles:

- Buell, R.W., D. Campbell, and F.X. Frei. 2016. How Do Customers Respond to Increased Service Quality Competition? *Manufacturing & Service Operations Management*, 18(4), 585–607.
- Hendricks, K.B. and V.R. Singhal. 1997. Does Implementing an Effective TQM Program Actually Improve Operating Performance? Empirical Evidence from Firms that Have Won Quality Awards. *Management Science*, 43(9), 1258-1274.
- Kaynak, H. 2003. The Relationship Between Total Quality Management Practices and Their Effects on Firm Performance. *Journal of Operations Management*, 21, 405-435.
- Naor, M., S.M. Goldstein, K.W. Linderman, and R.G. Schroeder. 2008. The Role of Culture as Driver of Quality Management and Performance: Infrastructure Versus Core Quality Practices. *Decision Sciences*, 39(4), 671-702.
- Su, H.C., K. Linderman, R.G. Schroeder and A.H. Van de Ven. 2014. A Comparative Case Study of Sustaining Quality as a Competitive Advantage. *Journal of Operations Management*, 32, 429-445.

Session 7: Service Management (February 29, 2024)

- De Vries, J., D. Roy, and R. De Koster. 2018. Worth the Wait? How Restaurant Waiting Time Influences Customer Behavior and Revenue. *Journal of Operations Management*, 63, 59-78.
- Dixon, M.J., L. Victorino, R.J. Kwortnik, and R. Verma. 2017. Surprise, Anticipation, and Sequence Effects in the Design of Experiential Services. *Production and Operations Management*, 26(5), 945-960

- Field, J. M., L. Victorino, R. W. Buell, M. J. Dixon, S. M. Goldstein, L. J. Menor, M. E. Pullman, A. V. Roth, E. Secchi, and J. J. Zhang. 2018. Service Operations: What's Next? *Journal of Service Management*, 29(1), 55–97. (Background Reading)
- Kellogg, D.L. and R.B. Chase. 1995. Constructing an Empirically Derived Measure of Customer Contact. *Management Science*, 41(11), 1734-1749.
- Menor, L.J., and A.V. Roth. 2008. New Service Development Competence and Performance: An Empirical Investigation in Retail Banking. *Production and Operations Management*, 17, 267-284.
- Secchi, E., A. Roth, and R. Verma. 2019. The Impact of Service Improvisation Competence on Customer Satisfaction: Evidence from the Hospitality Industry. *Production and Operations Management*, 28(6), 1329-1346

Session 8: Healthcare Management (March 7, 2024)

RCPOM Overview Reading: Chapter 23

Assigned Articles:

- Dai, T. and S. Tayur. 2020. OM Forum—Healthcare Operations Management: A Snapshot of Emerging Research. *Manufacturing & Service Operations Management*. 22(5), 869-887. (Background Reading)
- Karimi, A., Mishra, A., Natarajan, K.V., and K.K. Sinha. 2021. Managing Commodity Stock-outs in Public Health Supply Chains in Developing Countries: An Empirical Analysis. *Production and Operations Management*, 30(9), 3116-3142.
- Sharma, L., A. Chandrasekaran, K.K. Boyer, and C.M. McDermott. 2016. The Impact of Health Information Technology Bundles on Hospital Performance: An Econometric Study. *Journal of Operations Management*, 41, 25-41.
- Senot, C., Chandrasekaran, A., and P.T. Ward. 2016. Role of Bottom-Up Decision Processes in Improving the Quality of Health Care Delivery: A Contingency Perspective. *Production and Operations Management*, 25(3), 458-476.
- Tucker, A.L. 2004. The Impact of Operational Failures on Hospital Nurses and their Patients. *Journal of Operations Management*, 22, 151-169.
- Wani, D., Malhotra, M., and J. Clark. 2021. Strategic Service Design Attributes, Customer Experience, and Co-Created Service Choice: Evidence from Florida Hospitals. *Production and Operations Management*, 30(1), 210-234.

Session 9: Supply Management (March 14, 2024)

RCPOM Overview Readings: Chapters 2, 36

Assigned Articles:

- Awaysheh, A., Frohlich, M.T., Flynn, B.B., and P.J. Flynn. 2021. To Err is Human: Exploratory Multilevel Analysis of Supply Chain Delivery Delays. *Journal of Operations Management*, 6, 882, 916.
- Hendricks, K.B. and V.R. Singhal. 2005. An Empirical Analysis of the Effect of Supply Chain Disruptions on Long-run Stock Price Performance and Equity Risk of the Firm. *Production and Operations Management*, 14(1), 35-52.
- Shen, Z.M. and Y. Sun. 2023. Strengthening Supply Chain Resilience During COVID-19: A Case Study of JD.com. *Journal of Operations Management*, 69, 359-383.

- Suurmond, R., Menor, L.J., and F. Wynstra. 2022. Examining Service Triad Operations: Formation, Functioning, and Feedback Exchanges. *Production and Operations Management*, 31(8), 3352-3370.
- Wang, L., Zhang, C., and S. Narayanan. 2023. The Bright Side of Trust-less Relationships: A Dyadic Investigation of the Role of Trust Congruence on Supplier Knowledge Acquisition Across Borders, *Journal of Operations Management*, 69, 1042-1077.

Session 10: Sustainable and Responsible Operations (March 21, 2024)

RCPOM Overview Reading: Chapter 14

Assigned Articles:

- Chan, T-Y., Wong, C.W.Y., Lai, K-H, Lun, V.Y.H., and C.T. Ng. 2016. Green Service: Construct Development and Measurement Validation. *Production and Operations Management*, 25(3), 432-457.
- Gualandris, J., Longoni, A., Luzzini, D., and M. Pagell. 2021. The Association Between Supply Chain Structure and Transparency: A large-scale Empirical Study. *Journal of Operations Management*. 67, 803-827.
- Klassen, R.D. and C.P. McLaughlin. 1996. The Impact of Environmental Management on Firm Performance. *Management Science*, 42(8), 1199-1214.
- Narayanan, S., and E. Terris. 2021. Inclusive Manufacturing: The Impact of Disability Diversity on Productivity in a Work Integration Social Enterprise. *Manufacturing & Service Operations Management*, 22(6), 1112-1130.
- Villena, V. H., Wilhelm, M., and C.Y. Xiao. 2021. Untangling Drivers for Supplier Environmental and Social Responsibility: An investigation in Philips Lighting's Chinese Supply Chain. *Journal of Operations Management*, 67(4), 476-510.

Session 11: Operations Strategy (March 28, 2024)

RCPOM Overview Reading: Chapter 9

Assigned Articles:

- Kim, Y.H., F.J. Sting, and C.H. Loch. 2014. Top-Down, Bottom-Up, or Both? Toward an Integrative Perspective on Operations Strategy Formation. *Journal of Operations Management*, 32, 462-474
- Menor, L.J., M.M. Kristal, and E.D. Rosenzweig. 2007. Examining the Influence of Operational Intellectual Capital on Capabilities and Performance. *Manufacturing & Service Operations Management*, 9(4), 559-578.
- Menor, L.J., Roth, A.V., and C.H. Mason. 2001. Agility in Retail Banking: A Numerical Taxonomy of Strategic Service Groups. *Manufacturing & Service Operations Management*, 3: 273-292.
- Naor, M., K. Linderman, and R. Schroeder. 2010. The Globalization of Operations in Eastern and Western Countries: Unpacking the Relationship between National and Organizational Culture and its Impact on Manufacturing Performance. *Journal of Operations Management*, 28(3), 194-205.
- Phadnis, S.S., Sheffi, Y., Caplice, C., and M. Singh. 2017. Strategic Cognition of Operations Executives. *Production and Operations Management*, 26(12): 2323-2337.

Session 12: Operations Management Empirical Research Opportunities (April 4, 2024)

- Fisher, M., Olivares, M., and B.R. Staats. 2020. Why Empirical Research is Good for Operations Management, and What is Good Empirical Operations Management? *Manufacturing & Service Operations Management*, 22(1), 170-178.
- Singhal, K. and J. Singhal. 2012. Imperatives of the Science of Operations and Supply Chain Management. *Journal of Operations Management*, 30, 237-244.
- Roth, A. and E. Rosenzweig. 2020. Advancing Empirical Science in Operations Management Research: A Clarion Call to Action. *Manufacturing & Service Operations Management*, 22(1), 179-190.
- Spearman, M.L. and W.J. Hopp. 2021. The Case for a Unified Science of Operations. *Production and Operations Management*, 30(3), 802-814.
- Zhang, F., Wu, X., Tang, C.S., Feng, T., and Y. Dai. 2020. Evolution of Operations Management Research: From Managing Flows to Building Capabilities. *Production and Operations Management*, 29(10), 2219-2229.