



DEPARTMENT : ADMINISTRAÇÃO DA PRODUÇÃO E OPERAÇÕES (POI)

PROGRAM : Master and Doctoral Program

COURSE : Operations Strategy

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PLACE : FGV-EAESP

SEMESTER: 1/2018

PROGRAM

OBJECTIVE

To develop competencies related to the main concepts of operations strategy, both manufacturing and service. Operations strategy field has as research object descriptive, analytical and prescriptive methods that can be applied in the operational (goods or services). Operations strategy seeks the maximum contribution to the performance and, consequently, to the competitiveness. Contemporary concepts such as competencies and sustainability will be analyzed and discussed including managerial and theoretical implications.

CONTENT

1. Introduction to operations strategy

Historical evolution

Basic concepts and classic articles

Role of operations in the overall business strategy

2. Formulation and performance

Top down versus bottom up

Performance measures

3. Resource-Based View

The Resource-Based View and Manufacturing Strategy

Manufacturing Performance from the Viewpoint of Resource-Based View



4. Skills and Operations

Cumulative competencies

Practices and competencies

4. Services Operations

Service quality

Products and services integration

5. Sustainable Operations

Sustainability and Supply Chains

Natural RBV

6. Behavior Operations

The influence of behavioral aspects in operations management



Meeting	Date	Content	Articles
1		Operations Strategy - Introduction and Seminal articles	<p><i>Topic presentation.</i></p> <p><i>PAIVA, E. L.; FENSTERSEIFER, J. E. ; CARVALHO JÚNIOR, José Mario . Estratégia de Produção e de Operações: Conceitos, Melhores Práticas e Visão de Futuro. 2a. ed. Porto Alegre: Bookman, 2009. v. 1. 253. Chapter 2,3 and 4.</i></p> <p><i>SKINNER, W., Manufacturing - The Missing Link in Corporate Strategy, Harvard Business Review, 1969.</i></p> <p><i>WHEELWRIGHT, S.C. (1984). Manufacturing strategy: Defining the missing link. Strategic Management Journal, 5(1), 77-91.</i></p> <p><i>FERDOWS, K., e DEMEYER, A., Lasting Improvements in Manufacturing Performance, Journal of Operations Management, v. 9, no. 2, 1990.</i></p> <p><i>WHEELWRIGHT, Steven C.; HAYES, Robert H. Competing through manufacturing. Harvard Business Review n. January-February, p. 12 , 1985.</i></p>
2		OS - Formulation and Performance	<p><i>DEMEESTER, L., DE MEYER, A., GRAHOVAC, J., The role of operations executives in strategy making, Journal of Operations Management, Volume 32, Issues 7-8, November 2014, Pages 403-413</i></p> <p><i>KIM, Y., STING,F., LOCH, C., Top-down, bottom-up, or both? Toward an integrative perspective on operations strategy formation, Journal of Operations Management, Volume 32, Issues 7-8, November 2014, Pages 462-474</i></p> <p><i>MILLER, J. G., ROTH, A. V., A Taxonomy of Manufacturing Strategies, Management Science , Vol. 40, No. 3, 285-304.</i></p> <p><i>SWINK, M., NARASIMHAN, R. WANG, C., Managing beyond the factory walls: Effects of four types of strategic integration on manufacturing plant performance, Journal of Operations Management, Volume 25, Issue 1, January 2007, Pages 148-164.</i></p>



Meeting	Date	Content	Articles
3		RBV	<p>PAIVA, E. L.; ROTH, A. e FENSTERSEIFER, J., <i>Organizational Knowledge and Manufacturing Strategy: A Resource-based View. Journal of Operations Management</i>, 2008.</p> <p>SCHROEDER, R.G., K.A. BATES e JUNTILLA, M.M. <i>A Resource-Based View of Manufacturing Strategy and the Relationship to Manufacturing Performance. Strategic Management Journal</i>, 23, 2002, 105-117.</p> <p>BROMILEY, P., & RAU, D. (2015). <i>Operations management and the resource based view: Another view. Journal of Operations Management</i>, 41, 1-12.</p> <p>HITT, M. , XU, K., CARNES, C.M. (2016) <i>Resource based theory in operations management research, Journal of Operations Management</i>, 41, 77-94.</p>
4		Competencies	<p>WU, S. J.; MELNYK, S. A.; FLYNN, B. B. <i>Operational capabilities: A secret ingredient. Decision Sciences</i>, v.41, n.4, p. 721-754, 2010.</p> <p>PENG, D.X.; SCHROEDER, R.G.; SHAH, R., <i>Linking routines to operations capabilities: a new perspective. Journal of Operations Management</i>, v.26, n.6, p.730-748, 2008.</p> <p>PAIVA, E. L. <i>Manufacturing and marketing integration from a cumulative capabilities perspective. International Journal of Production Economics</i> v. 126, n. 2, p. 379-386 , ago. 2010.</p> <p>FLYNN, B. B. e FLYNN, E. J., <i>An exploratory study of the nature of cumulative capabilities, Journal of Operations Management</i>, Volume 22, Issue 5, October 2004.</p>
5	15/03	Service Operations	<p>CHASE, R.B, APTE, U. M., <i>A history of research in service operations: What's the big idea? Journal of Operations Management</i>, 25, pp. 375-386, 2007.</p> <p>ZHAO,X, YEUNG,A.C.L. e LEE,T.S., <i>Quality management and organizational context in selected service industries of China, Journal of Operations Management</i>, Vol.22, 2004, pages 575-587.</p> <p>MENOR, L. J. e ROTH, A. V., <i>New service development competence in retail banking: Construct development and measurement validation. Journal of Operations Management</i>, Volume 25, Issue 4, June 2007.</p> <p>VOSS, C., ROTH, A., CHASE, R.B. (2008), <i>Experience, Service Operations Strategy, and services as Destinations: Foundations and Exploratory</i></p>



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6		Behavioral Operations	<i>Investigation, POM, Vol. 17, N. 3, 247-266.</i> <i>RIEDLA, D. et al. Reducing uncertainty in supplier selection decisions: Antecedents and outcomes of procedural rationality, Journal of Operations Management, 31, 2013, p. 24-36.</i> <i>URD, J., LOCH, C, Social preferences and emotions as regulators of behavior in processes, Journal of Operations Management, Volume 31, Issues 1-2, 2013, p. 6-23.</i> <i>FORMER STUDENT PRESENTATION.</i>
7		Sustainable Operations	<i>KLEINDORFER, P.R.; SINGHAL, K.; VAN WASSENHOVE, L.N. Sustainable operations management. Production and Operations Management, v.14, n.4, p.482-92, 2005.</i> <i>HART, S. L., & DOWELL, G. (2011). Invited Editorial: A Natural-Resource-Based View of the Firm: Fifteen Years After. Journal of Management, 37(5), 1464-1479.</i>
8		HPM	<i>FINGER, A. B., FLYNN, B. B., PAIVA, E. L. (2014). Anticipation of new technologies: supply chain antecedents and competitive performance, International Journal of Operations and Production Management, 34(6), 807-828.</i> <i>PAIVA, E. L., TEIXEIRA, R., VIEIRA, L. M., & FINGER, A. B. (2014). Supply chain planning and trust: two sides of the same coin. Industrial Management & Data Systems, 114(3), 405-420.</i>