



**TEMATICA pentru examenul de  
ADMITERE la DOCTORAT domeniul MANAGEMENT  
sesiunea 2022**

**Chapter I. Operations strategy and performance**

- 1.1 The input-transformation-output process
- 1.2 Measuring operations performance
- 1.3 Perspectives on operations strategy
- 1.4 The order winner and qualifier framework
- 1.5 Contingency theory on operations management practices

**Chapter II. Improving operations performance**

- 2.1 Operations improvement
- 2.2 Trade-off and cumulative effects. The performance frontier.
- 2.3 Organizing for improvement. The importance-performance matrix
- 2.4 Lean management approaches to improvement
- 2.5 Improving the sustainability of operations: corporate social responsibility

**Chapter III. Supply chain management**

- 3.1 Basic concepts in supply chain management
- 3.2 Managing customer and supplier relationships in supply chains
- 3.3 Dynamics of supply chains: the bullwhip effect
- 3.4 Integrated supply chain management
- 3.5 Supply chain risk management

**Chapter IV. Service operations and servitization**

- 4.1 The distinctive nature of services
- 4.2 The design of products and services
- 4.3 Managing multi-channel service operations
- 4.4 Service supply chain management
- 4.5 Servitization – adding services to products

**Chapter V. Management issues in the context of multinational manufacturing companies**

- 5.1 The typology of plants within manufacturing MNCs
- 5.2 Managing internal and external networks
- 5.3 Knowledge sharing in MNCs
- 5.4 Global supply chain management
- 5.5 Implementing Industry 4.0 solutions in MNCs

Conducător doctorat  
Prof.univ.dr. Szász Levente

## References

### Chapter I:

- Slack, N., Brandon-Jones, A., Johnston, R. (2016), *Operations management*, Pearson. (Chapter 1-3)
- Fitzsimmons, J. A., & Fitzsimmons, M. J. (2006). *Service Management*. McGraw-Hill/Irwin, New York.
- Sousa, R., Voss, C.A. (2008), Contingency research in operations management practices. *Journal of Operations Management*, vol. 26, no. 6, 697-713.
- Szász, L., Demeter, K. (2014), How do companies lose orders? A multi-country study of internal inconsistency in operations strategies, *Operations Management Research*, vol. 7, no. 3-4, 99-116.
- Voss, C. A. (1995), Alternative paradigms for manufacturing strategy. *International Journal of Operations & Production Management*, vol. 15, no. 4, 5-16.
- Voss, C. A. (2005), Paradigms for manufacturing strategy re-visited. *International Journal of Operations & Production Management*, vol. 25, no. 12, 1211-1222.

### Chapter II:

- Slack, N., Brandon-Jones, A., Johnston, R. (2016), *Operations management*, Pearson.
- Ferdows, K., A. De Meyer (1990), Lasting improvements in manufacturing performance: In search of a new theory. *Journal of Operations Management*, vol. 9, no. 2, 168-184.
- Lapr e, M. A., Scudder, G. D. (2004), Performance improvement paths in the US airline industry: linking trade-offs to asset frontiers. *Production and Operations Management*, vol. 13, no. 2, 123-134.
- Rosenzweig, E. D., & Easton, G. S. (2010), Tradeoffs in manufacturing? A meta-analysis and critique of the literature. *Production and Operations Management*, 19(2), 127-141.
- Shah, R., & Ward, P. T. (2007), Defining and developing measures of lean production. *Journal of Operations Management*, vol. 25, no. 4, 785-805.
- Slack, N. (1994), The importance-performance matrix as a determinant of improvement priority. *International Journal of Operations & Production Management*, vol. 14, no. 5, 59-75.
- Szász, L., Demeter, K., Boer, H. (2015), Production competence revisited - a critique of the literature and a new measurement approach, *Journal of Manufacturing Technology Management*, vol. 26, no. 4, 536-560.

### Chapter III:

- Slack, N., Brandon-Jones, A., Johnston, R. (2016), *Operations management*, Pearson.
- Cannon, J. P., & Perreault Jr, W. D. (1999), Buyer-seller relationships in business markets. *Journal of Marketing Research*, 439-460.
- Flynn, B. B., Huo, B., Zhao, X. (2010), The impact of supply chain integration on performance: a contingency and configuration approach, *Journal of Operations Management*, vol. 28, 58-71.
- Lambert, D. M., Cooper, M. C. (2000), Issues in supply chain management. *Industrial Marketing Management*, vol. 29, no. 1, 65-83.
- Lee, H. L., Padmanabhan, V., Whang, S. (1997), The bullwhip effect in supply chains, *Sloan Management Review*, Spring, 93-102.
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., Zacharia, Z. G. (2001), Defining supply chain management. *Journal of Business Logistics*, vol. 22, no. 2, 1-25.
- Szász, L., Demeter, K. (2017), *Ell at sil nc-menedzsmnt*, Akad miai kiad , Budapest (ISBN 978-963-454-070-0).
- Van Hoek, R. (2020). Research opportunities for a more resilient post-COVID-19 supply chain—closing the gap between research findings and industry practice. *International Journal of Operations & Production Management*, 40(4), 341-355.
- Wieland, A. (2021). Dancing the supply chain: Toward transformative supply chain management. *Journal of Supply Chain Management*, 57(1), 58-73.

### Chapter IV:

- Slack, N., Brandon-Jones, A., Johnston, R. (2016), *Operations management*, Pearson.

- Baines, T., Lightfoot, H., Benedettini, O., Kay, J. (2009), The servitization of manufacturing. A review of literature and reflection on future challenges. *Journal of Manufacturing Technology Management*, vol. 20, no. 5, 547-567.
- Correa, H. L., Ellram, L. M., José Scavarda, A., & Cooper, M. C. (2007). An operations management view of the services and goods offering mix. *International Journal of Operations & Production Management*, 27(5), 444-463.
- Fitzsimmons, J. A., & Fitzsimmons, M. J. (2006). *Service Management*. McGraw-Hill/Irwin, New York.
- Ellram, L. M., Tate, W. L., & Billington, C. (2004). Understanding and managing the services supply chain. *Journal of Supply Chain Management*, vol. 40, no. 4, 17-32.
- Gebauer, H., Fleisch, E., Friedli, T. (2005), Overcoming the service paradox in manufacturing industries, *European Management Journal*, vol. 23, no. 1, 14-26.
- Sampson, S. E., & Froehle, C. M. (2006). Foundations and implications of a proposed Unified Services Theory. *Production and Operations Management*, vol. 15, no. 2, 329-343.
- Sampson, S. E. (2000). Customer-supplier duality and bidirectional supply chains in service organizations. *International Journal of Service Industry Management*, vol. 11, no. 4, 348-364.
- Sousa, R., & Voss, C. A. (2006). Service quality in multichannel services employing virtual channels. *Journal of Service Research*, 8(4), 356-371.
- Szász, L., Demeter, K. (2017), *Ellátásilánc-menedzsment*, Akadémiai kiadó, Budapest (ISBN 978-963-454-070-0).

#### Chapter V:

- Cheng, Y., Farooq, S., Johansen, J. (2015). International manufacturing network: past, present, and future. *International Journal of Operations & Production Management*, vol. 35, no. 3, 392-429.
- Culot, G., Nassimbeni, G., Orzes, G. and Sartor, M. (2020), "Behind the definition of industry 4.0: Analysis and open questions", *International Journal of Production Economics*, In press.
- Dyer, J. H. and Nobeoka, K., (2000), Creating and managing a high- performance knowledge-sharing network: The Toyota case, *Strategic Management Journal*, vol. 21, 345–367.
- Ferdows, K. (1997), Making the most of foreign factories. *Harvard Business Review*, March-April, 73-88.
- Ferdows, K. (2006), Transfer of changing production Know-How. *Production and Operations Management*, vol. 15, no. 1, 1-9.
- Gerbert, P., Lorenz, M., Rüssmann, M., Waldner, M., Justus, J., Engel, P. and Harnisch, M. (2015), "Industry 4.0: the future of productivity and growth in manufacturing industries", *Boston Consulting Group*.
- Horváth, D. and Szabó, R.Z. (2019), "Driving forces and barriers of Industry 4.0: Do multinational and small and medium-sized companies have equal opportunities?", *Technological Forecasting and Social Change*, Vol. 146, pp. 119-132.
- Kagermann, H., Wahlster, W., and Helbig, J. (2013), "Recommendations for implementing the strategic initiative INDUSTRIE 4.0", *National Academy of Science and Engineering*, Germany.
- Minbaeva, D. B. (2007), Knowledge transfer in multinational corporations. *Management International Review*, vol. 47, no. 4, 567-593.
- Mudambi, R. (2008), Location, control and innovation in knowledge-intensive industries. *Journal of Economic Geography*, vol. 8, no. 5, 699-725.
- Rudberg, M., Olhager, J. (2003), Manufacturing networks and supply chains: an operations strategy perspective, *Omega*, vol. 31, no. 1, 29-39.
- Szász, L., Demeter, K. (2017), *Ellátásilánc-menedzsment*, Akadémiai kiadó, Budapest (ISBN 978-963-454-070-0).
- Szász, L., Rácz B.-G., Scherrer, M., Deflorin, P. (2019), Disseminative capabilities and manufacturing plant roles in the knowledge network of MNCs. *International Journal of Production Economics*, vol. 208, pp. 294-304.
- Vereecke, A., Van Dierdonck, P., De Meyer, A. (2006), A typology of plants in global manufacturing networks, *Management Science*, vol. 52, no. 11, 1737-1750.