Introduction
The traditional Operations Management frameworks, concepts, and tools address a multitude of issues and challenges. However, today firms are increasingly looking at operations to provide solutions for longer-term decisions, and decisions that impact market share. Thus, the creation and implementation of Operations Strategy has become an important research topic over the last several decades. In this seminar we will discuss the emergence of Operations Strategy research, key areas of research, and its connections to other areas of research in Management.

In addition, the service economy dominates all other sectors in postindustrial societies. In the United States, both, services as a percentage of GDP and the number of people employed in services are approximately 80%. The importance of Service Operations as a discipline grows in step with the service economy. The traditional operations frameworks, concepts, and tools that were once promoted to apply across the service and manufacturing economies are now considered to be inadequate for addressing the multitude of issues and challenges that are uniquely service-oriented. In this seminar we will discuss key research areas in Service Operations that address these frameworks, concepts, and tools.

As business schools prepare to address their future needs in teaching and research, they must consider the importance of the topical areas of Operations Strategy and Service Operations. Business instructors and researchers should be knowledgeable about the unique challenges in developing strategy in firms that are consistent with the operations function, and particularly in the service sector as the course offerings in business schools shift to account for its importance. Accordingly, Operations Strategy and service-oriented research is increasingly becoming desired subject matter for our top journals.

The purpose of this seminar is to study six core areas in Operations Strategy and six core areas in Service Operations that are primary foci of operations researchers today. For graduate students, this seminar can serve as an overview and a means to obtain the background necessary for teaching Operations Strategy and Service Operations courses. In addition, for those who have a specific interest in these topics, this course can further ones knowledge in the core areas and be the means for exploring specific topics for future inquiry.

Course Format
This seminar will follow a traditional doctoral seminar format. Each week we will consider about 4-5 papers addressing the weekly topic. Each paper will be assigned to a student to present in approximately 20-25 minutes. The presenter will be the discussion leader. It is expected that everyone will participate in an active and productive discussion of each paper. Each week students will also turn in and present a preliminary proposal that integrates the readings with the student’s research interests. In addition, there will be two in-class examinations. Lastly, the semester will conclude with a final paper that should be a proposal for an operations strategy and/or service-oriented research project.
The following are the core topics that will be weekly topics for the seminar:

**Operations Strategy**
- Designing and Evaluating Operations Strategy
- Managing Complexity and Uncertainty
- Managing Innovation and Technology
- Location and Outsourcing
- Global Networks and Supply Chain Strategy
- Service Strategy

**Service Operations**
- Service Design and Development
- The Service Encounter
- Service Quality
- Queue Management
- Managing Service Capacity
- Service Recovery

**Performance Evaluation**
- Class Presentation and Participation 25%
- Weekly Paper 25%
- Final Paper (Including presentation) 25%
- Exam 1 and Exam 2 25%

**Class Participation**
Class participation is determined by your preparedness for, and contribution to, the discussion regarding each paper and preliminary proposal presentation. Attendance and active discussion are mandatory.

**Weekly Papers**
Each week, please turn in a two-page preliminary proposal of a research idea that incorporates one or more of the sub-topics addressed in one or more of the papers assigned for discussion that week. Write the proposal in a way to integrate it with your research interests (cross-disciplinary). Address the contributions of each of the papers discussed that week. If the paper is not relevant to the proposal, then describe the seminar paper’s contribution and explain why it is not germane. In general, the preliminary proposal should identify a set of relationships that can be examined, theoretical development of those relationships, proposed methods for examining the relationships, and expected findings. It is expected that a search of the literature will be conducted in order to justify the novelty of your idea. Turn in a hard-copy of the summaries to me at the start of each seminar.

**Class Presentations and Discussion Leadership**
There are two parts to individual presentations. In Part 1, individual presentations should address the following for the assigned paper:
- Attempted contribution to the existing literature
- Models & modeling assumptions
- Methods and Results
- Generalizability of the study
- Value of the contributions achieved
- Possible extensions
For Part 2, you will present your Weekly Paper in a separate presentation. In both of these presentations you should highlight points of debate, and solicit the opinions of others.

**Final Paper**
The final paper should be viewed as an opportunity to develop a research paper that addresses a topic in Operations Strategy and/or Service Operations. The contents of the paper should include a clear statement of a research question, a review of the related literature, a model with theoretical development of a proposed explanation, and preliminary hypotheses.
IMPORTANT DATES *

Semester Class Begins: ..............................................01/19/2016
Last day to add a class (without instructor permission): .............01/24/2016
Last day to withdraw completely and receive a 100% refund: .........01/31/2016
Last day to drop a course using SalukiNet: ............................04/03/2016
Last day to file diploma application (for name to appear in Commencement program): ...........................................02/12/2016

Final examinations: ..........................................................05/09-05/13/2016

Note: For outreach, internet, and short course drop/add dates, visit Registrar’s Academic webpage http://registrar.siu.edu/

SPRING SEMESTER HOLIDAYS

Martin Luther King, Jr.’s Birthday Holiday 01/18/2016
Spring Break 03/12—03/20/2016

WITHDRAWAL POLICY ~ Undergraduate only

Students who officially register for a session may not withdraw merely by the stopping of attendance. An official withdrawal form needs to be initiated by the student and processed by the University. For the proper procedures to follow when dropping courses and when withdrawing from the University, please visit http://registrar.siu.edu/catalog/undergraduatecatalog.html

INCOMPLETE POLICY ~ Undergraduate only

An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class assignments. An INC must be changed to a completed grade within one semester following the term in which the course was taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated, that is, by no later than the end of the semester following the term in which the course was taken, or graduation, whichever occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student's grade point average. For more information please visit: http://registrar.siu.edu/grades/incomplete.html

REPEAT POLICY

An undergraduate student may, for the purpose of raising a grade, enroll in a course for credit no more than two times (two total enrollments) unless otherwise noted in the course description. For students receiving a letter grade of A,B,C,D, or F, the course repetition must occur at Southern Illinois University Carbondale. Only the most recent (last) grade will be calculated in the overall GPA and count toward hours earned. See full policy at http://registrar.siu.edu/catalog/undergraduatecatalog.html

GRADUATE POLICIES

Graduate policies often vary from Undergraduate policies. To view the applicable policies for graduate students, please visit http://gradschool.siu.edu/about-us/grad-catalog/index.html

DISABILITY POLICY

Disability Support Services provides the required academic and programmatic support services to students with permanent and temporary disabilities. DSS provides centralized coordination and referral services. To utilize DSS services, students must come to the DSS to open cases. The process involves interviews, reviews of student-supplied documentation, and completion of Disability Accommodation Agreements. http://disabilityservices.siu.edu/

PLAGIARISM

Student Conduct Code http://srr.siu.edu/student_conduct_code/

MORRIS LIBRARY HOURS
http://www.lib.siu.edu/about

SAFETY AWARENESS FACTS AND EDUCATION

Title IX makes it clear that violence and harassment based on sex and gender is a Civil Rights offense subject to the same kinds of account¬ability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here: http://safe.siu.edu

SALUKI CARES

The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in any type of distress—physical, emotional, financial, or personal. By working closely with faculty, staff, students and their families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an important part of the community. For Information on Saluki Cares: (618) 453-5714, or siucares@siu.edu, http://salukicares.siu.edu/index.html

EMERGENCY PROCEDURES

Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. We ask that you become familiar with the SIU Emergency Response Plan and Building Emergency Response Team (BERT) programs. Emergency response information is available on posters in buildings on campus, available on BERT’s website at www.bert.siu.edu, Department of Safety’s website at www.dps.siu.edu (disaster drop down) and the Emergency Response Guideline pamphlet. Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency.

INCLUSIVE EXCELLENCE

SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ is an important part of education as well as an essential preparation for any career. For more information please visit: http://www.inclusiveexcellence.siu.edu/

LEARNING AND SUPPORT SERVICES

Help is within reach. Learning support services offers free tutoring on campus and math labs. To find more information please visit the Center for Learning and Support Services website:
Tutoring: http://tutoring.siu.edu/
Math Labs http://math.siu.edu/courses/course-help.php

WRITING CENTER

The Writing Center offers free tutoring services to all SIU students and faculty. To find a Center or Schedule an appointment please visit http://write.siu.edu/

AFFIRMATIVE ACTION & EQUAL OPPORTUNITY

Our office's main focus is to ensure that the university complies with federal and state equity policies and handles reporting and investigating of discrimination cases. For more information visit: http://diversity.siu.edu/

Additional Resources Available:

SALUKINET: https://salukinet.siu.edu/cp/home/displaylogin

ADVICEMENT: http://advisement.siu.edu/

PROVOST & VICE CHANCELLOR: http://pvca.siu.edu/

SIU ONLINE: http://online.siu.edu/