Complex exam topics 2018

**Operations management**

1***.*** *Operations Strategy I.:*

- Collis-Montgomery: Competing on Resources: Strategy in the 1990s,

Harvard Business Review, 1995, July-August, 118-128

- Porter: What is strategy, HBR, 1996, November-December, 61-78.

- Kaplan, R.S. and D.P. Norton: Mastering the management system, HBR, 2008,

January, 63-78.

- Hayes-Pisano: Beyond World-Class: The New Manufacturing

Strategy, HBR, 1994 Jan-Feb, 77-86.

- Porter, M. E. and J. W. Rivkin: The Looming Challenge to U.S. Competitiveness,

HBR, 2012, March, 55-62.

2. *Operations Strategy II. :*

- Fisher: What is the Right Supply Chain for Your Product? HBR, 1997, March-April, 105-116

- Pisano, G., You need an innovation strategy, HBR, June 2015, 44-54.

- Wise, R. and P. Baumgartner: Go downstream. The new imperative in manufacturing,

HBR, Sept-Oct, 1999

- Pisano, G. P. and W. C. Shih: Restoring American Competitiveness, HBR, July-Aug,

2009. 114-125

3. *Expansion & Growth:*

- Siebel Systems: Organizing for the Customer, Harvard Case Study (HCS),

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- Porter, M.: The five competitive forces that shape strategy, HBR, 2008, January,

79-94.

- Stalk et al.: Competing on Capabilities: The New Rules of Corporate

Strategy, HBR, 1992 March-April, 57-69

- Christensen et al.: One more time: What is disruptive innovation? HBR, Dec 2015, 44- 53

4. *Aggregate planning:*

**-** Dawar, N.: When marketing is strategy, HBR, December, 2013

- Fisher et. al.: Making Supply Meet Demand in an Uncertain World,

HBR, 1994 May-June, 83-93

- Hax-Candea: Production Planning, Irwin, 1986, pages 69-88, (or Vörös:

Termelés management, PTE, 1993, pages 37-71, 80-90)

- Yuan Sun, I.: The world’s next great manufacturing center, HBR, 2017, May-June, 124-129

5. *Inventory Management:*

- Barilla A, HBCase 9\_694-046

- Krajewski-Ritzman-Malhotra: Operations Management, Prentice Hall, 10th ed. 2013.

pages 327-379

- Hax-Candea: Production Planning, Irwin, 1986, pages 88-92, 135-142, 146-147 (or Vörös: Termelés management, PTE, 1993, pages 235-258, 264-277)

- Vörös J.: Economic order and production quantity models without constraint on

the percentage of defective items, 2013, Central European Journal of Operations

Research, December

* Hauck, Zs. and J. Vörös, 2015, Lot sizing in case of defective items with investments to increase the speed of quality control, *OMEGA, The International Journal of Management Science* 52(2015), 180-189

6. *JIT:*

- Toyota Manufacturing Company, (HCS)

- Sakakibara at al: Just in Time Manufacturing and Its Infrastructure, Management Science, 1997. Sept., 1246-1258

- Watanabe, K.: Lessons form Toyota’s Long Drive, HBR, 2007, July-Aug, 74-83

- Cole, R. E.: What really happened to Toyota? MIT Sloan Management Review,

Summer 2011

- Vörös, J and G. Rappai: Process quality adjusted lot sizing and marketing interface in JIT

environment, 2016, *Applied Mathematical Modelling,* [40(13–14](http://www.sciencedirect.com/science/journal/0307904X/40/13)), 6708–6724

7. *TQM:*

- Sadun R, N. Bloom and J. van Reenen: Why do we undervalue competent management?, HBR,

2017, Sept-Oct, 121-127

- Hendricks at al: Does Implementing an Effective TQM Program

Actually Improve Operating Performance?, Management Science,

1997, Sept., 1258-1275

- Vörös, J.: Multi-period models for analyzing the dynamics of process improvement

activities, 2013, *European Journal of Operational Journal,* 230, pp. 615-623

1. *Competing through operations:*

- Wheelwright-Hayes: Competing through manufacturing, HBR, 1985 Jan-Feb, 99-108

* Porter, M. and J. Heppelmann,: How smart, connected products are transforrming companies, HBR, Oct 2015, 97- 114

- D’Aveni, R.: The 3-D revolution, HBR, 2015, May, 40-49.

- Pisano, G. P. and W. C. Shih: Does America Really Need Manufacturing? HBR,

March, 2012, 94-102

- Vörös:The Dynamics of Price, Quality and Productivity Improvement

Decisions, European Journal of Operational Research, 2006,

809-823.

1. *Service Management:*

- Fisher, M., V. Gaur, H. Kleinberger: Curing the addiction to growth, HBR, 2017, January, 66-74

- Haskett et.al.: Putting Service-Profit Chain to Work, HBR, 1994 March-April, 164-174

- Lafley, A.G. and R. L. Martin: Customer loyalty is overrated, HBR, 2017. January, 46-53

- Gunther McGrath, R.: Transient advantage, HBR, 2013. June

- Sawhney, M.: Putting products into services, HBR, Sept, 2016, 82-89

10. *Supply Chain Management:*

**-** Wal-Mart, IVEY, 907D01

**-**  Krajewski-Ritzman-Malhotra: Operations Management, Prentice Hall, 10th ed. 2013.

pages 379- 405, 431-483

* Lee, H.: The triple A supply chain, HBR, Oct, 2004, 103-112
* Porter, M. and J. Heppelmann,: Why every organization needs an augmented reality strategy, HBR, Nov-Dec 2017, 46-57

**Finance**

1. The Goal of the Firm

Maximizing Profits, Wealth Maximization

1. The Economic Evaluation of Investment Proposals

Net Present Value, Internal Rate of Return, Profitability Index

1. Risk and Uncertainty

Risk and Utility, Measuring Risk, The Mean-Variance Rule, Risk analysis

1. The Portfolio Theory and Capital Asset Pricing Model

Capital Market Line, Security Market Line, Systematic and Non-systematic Risk

1. Financial Leverage

Financial Structure, Operating Leverage, Financial Leverage, Break-even Charts and Financial Analysis

1. The Capital Structure and Valuation

Leverage and Valuation, Modigliani-Miller Propositions, The Impact of Corporate Taxes

1. Measuring the Cost of Capital

Cost of Individual Components, P/E Ratio, Cost of Retained Earnings, Weighted Average Cost of Capital

1. Options and Real Options

Option Trading, The Black-Scholes Option Valuation Formula, Role of Real Options

1. Significance of exchange rates in company management and in the national economy. Arbitrage processes and conditions of parity at the foreign exchange markets. Dilemmas of efficiency at foreign exchange markets
2. Modeling and forecasting exchange rates, the most important empirical observations in relationship to the theories.

*Readings:*

Arnold G.: Corporate Financial Management. Prentice Hall Financial Times 2002

Ross, A. – Westerfield, R. W.: Corporate Finance. Irvin 1990

Levy, H. – Sarnat, M.: Capital Investment and Financial Decisions. Prentice Hall International 1986

Pike, R. – Neale, B.: Corporate Investment and Decisions and Strategies. Prentice Hall 1993

Weston, J. F. – Copeland, T. E.: Managerial Finance. Dryden Press 1992

Bodie, Z. – Kane, A. – Marcus, A.: Investments. Irvin/Mc Graw Hill 2006

Bekaert, G., Hodrivk R.J., [2009]. International Financial Management. Pearson Prentice Hall

Sarno, L.-Taylor, M. P. [2002]: The Economics of Exchange Rate. Cambridge U. Press.

Engel, C., [2014]. Exchange Rates and Interest Parity, in Gopinath, G., and Helpman, E. (eds), Handbook of International Economics vol. IV, pp. 453-522, Amsterdam: North Holland.

Rossi, B., 2013. Exchange Rate Predictability. Journal of Economic Literature 51, 1063-1119.

**Management**

1. The role of the leader in strategy creation and in the strategic decision process.
2. How can we deal with the increasing complexity of the environment during the strategic decision making process?
3. The role of the organizational culture and the national culture in the strategic decision making process.

*Readings:*

Time 2011 Feb 21 Singularity

HBR 2010 Nov 56-63 The next scientific revolution

HBR 2010 Nov 66-75 Extreme Negotiations

HBR 2010 Nov 76-79 You have to lead from everywhere

HBR 2012 Sep 56-66 Bringing science to your art of strategy

HBR 2012 Sep 68-74 Simple rules for a complex world

HBR 2012 Sep 76-83 Your strategy needs a strategy

HBR 2012 Sep 84-93 Are you solving the right problem

HBR 2013 June 121-125 How to give a killer presentation

HBR 2013 June 62-70 Transient advantage

HBR 2013 June 80-87 The new dinamics of competition

HBR 2013 Nov 63- Deciding how to decide

HBR 2013 Nov 73-78 You cannot be a wimp

HBR 2013 Nov 80-86 Beyond the echo chamber

HBR 2013 Nov 89-93 What makes strategic desisions different

HBR 2014 May 119-123 Navigating the cultural minefield

HBR 2014 Sep 59-68 Contextual intelligence

HBR 2014 Sep 77-82 Voices from the frontline

HBR 2015 March 68-73 Red ocean traps

HBR 2015 May 52-62 Leaders as decision architects

HBR 2015 May 64-71 Outsmart your own biases

HBR 2015 May 72-77 Fooled by experience

HBR 2015 May 79-85 From economic man to behavioral economics

**Marketing**

1. Marketing management process — historic changes in market orientation
2. Product structure of the companies’ offers and possible decisions concerning the products mix
3. Different types of innovations and their marketing consequences
4. New product development, types of new products and methods of their introduction to the market
5. The STP (segmenting, targeting and positioning) strategies
6. Services marketing the role of customer experience
7. The main methods of price setting with the explanation of their advantages and disadvantages
8. Dynamic pricing (price discrimination) — its main methods and consequences
9. The role of the marketing channels with special emphasis on the digitalization of the modern age
10. Marketing communication in the era of industry 4.0

*Readings:*

Kotler, P., – Keller, K.L. (2012) Marketing Management, 12th edition, Pearson, Upper Saddle River, New Jersey, Chapters: 1, 2, 10, 12, 13, 15, 16, 17

Rekettye, G. – Liu, J. (2018) Pricing — The New Frontier, Transnational Press, London, Chapters: 8, 9, 10, 11, 12