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| **Department** | Department of Operations Management | |
| **Discipline** | Operations Management | |
| **Research Focus Area** | Production and Operations Management (POM)  Strategy and Improvement  FMCG  Automotive supply chains  Automotive export/import  Green ICT  Supplier relationships  Supply chain development  Contemporary operations management issues | |
| **Total Capacity for 2024** | 4 (2 Masters and 2 PhDs) | |
| **Supervision Team** | Prof A Tolmay | |
| **Name**  Prof Alet Tolmay  [etolmaas@unisa.ac.za](mailto:etolmaas@unisa.ac.za) | **Academic Profile**  Alet Tolmay is currently is an associate professor in Operations Management in (Production and operations management) CEMS. She specialises in research on the South African automotive supply chain regarding exports, supply chain relationships, relationship marketing, AGOA and EU-SA free trade. She is also involved in supply chain research areas including FMCG, green ICT and supplier relationships.  She has completed a DBL (Doctorate in Business Leadership) through the UNISA School of Business Leadership. The topic of her dissertation was; “Developing a Relationship Value Model (RVM) for the South African B2B Automotive Supply Chain”. Her qualifications include a MBL (Masters in Business Leadership) from the UNISA School of Business Leadership, BCom marketing degree (UNISA), and National Executive Secretary Diploma (Former Technikon of Pretoria).  She joined UNISA in 2014 and she comprises extensive working skills and knowledge accumulated over the past 25 years in the corporate industry. | **Capacity**  Up to  2 master’s students;  up to 2 doctorate students |
| **Model of Supervision** | Students are initially allocated (by the departmental M&D chairperson) to the Postgraduate Supervision (PGS) Committee of the Section: Operations Management according to selection of an applicable focus area(s). Before any student will be allocated, he/she should comply with the selection criteria in the next section.  Apart from the formal approval of the proposal by an M&D Colloquium arranged within the Section: Operations Management, students may be required to present their proposed research to the said colloquium. | |
| **Selection Criteria: MCom and DCom** | In addition to the admission criteria in the *my*Choice brochure, potential students will be required to **prepare a maximum three-page research framework** describing the following:   1. The topic itself 2. What will be studied 3. Why it will be studied 4. How it will be studied (literature and method) 5. Indicate where the study is located in terms of the existing literature 6. Potential contribution of the study (doctoral) 7. Which research philosophy is applicable in the investigation and why 8. List of references (use the Harvard referencing method) | |
| **Documents to Support Application** | One-page abbreviated CV, including:   * Academic qualifications, indicating major subjects and score * Work experience * Contact details * Expression of interest (see selection criteria) * Previous research, if any | |
| **Research Agenda** | Production and operations management (POM) involves the management of the transformation process(es) in a business that provide both the capacity and capability to manufacture products or goods and/or render or deliver services to customers/clients. POM is arguably the closest that a business can come “to the act of creation” and is therefore one of the foremost functions in a business that creates value. POM is thus directly concerned with satisfying the needs of customers with creative product/service offerings, improving productivity and adding value. The operational process of a business can be considered the “heart of the organisation”, its “engine”, and driver of value creation for customers. This engine must be designed, planned, activated, maintained, improved and controlled. In the 1980s, the subject became more popular with the recognition that the manufacturing strategy was an integral part of the overall business strategy and with the adoption of concepts such as lean production/manufacturing, JIT (just-in-time), TQC (total quality control), factory automation and synchronous manufacturing. In the 1990s several other popular concepts followed, such as BPR (business process re-engineering), TQM (total quality management), the PMBOK® Guide (project management body of knowledge) and so on.  The POM – Strategy and Improvement focus area sets the scope of research topics that can be accepted within this focus area. Unfortunately, proposed topics which fall outside this delineation will not be considered. | |
| **Reading:**  **Subject Field** | Journal articles and textbooks on production and operations management, operations strategy and operations improvement | |
| **Reading:**  **Research Methodology** | * Bak, N. 2004. *Completing your thesis: A practical guide*. Pretoria: Van Schaik. * Brynard, P.A. & Hanekom, S.X. 2006. *Introduction to research in management-related fields.* 2nd edition. Pretoria: Van Schaik. * Collis, J & Hussey, R. 2009. *Business research: A practical guide for undergraduate and postgraduate students*. 3rd edition. London: Palgrave MacMillan. * Cooper, D.R. & Schindler, P.S. 2008. *Business research methods.* 10th edition. New York: McGraw-Hill. * Hallebone, E. & Priest, J. 2009. *Business and management research: Paradigms and practices*. London: Palgrave MacMillan. * Henning, E., Gravett, S. & Van Rensburg, W. 2005. *Finding your way in academic writing*. 2nd edition. Pretoria: Van Schaik. * Leedy, P.D. & Ormrod, J.E. 2005. *Practical research: Planning and design.* 8th edition. Upper Saddle River, NJ: Pearson. * Mouton, J. 2001. How *to succeed in your master's and doctoral studies*: *A South African guide and resource book.* Pretoria: Van Schaik. * Salkind, N.J. 2006. *Exploring research*. 6th edition. Upper Saddle River, NJ: Pearson. * Saunders, M., Lewis, P. & Thornhill, A. 2013. *Research methods for business students*. 6th edition. Upper Saddle River, NJ: Pearson. * Vithal, R. & Jansen, J. 2003. *Designing your first research proposal.* Kenwyn: Juta. * *Welman,* C., Kruger, F. & Mitchell, B. 2005. *Research methodology*. 3rd edition. Cape Town: Oxford University Press. * Zikmund, W.G. 2003. *Business research methods,* 7th edition. Mason, OH Thomson/South-western. * Hair, J., Black, W., Babin, B., and Anderson, R., R. 2010. ‘Multivariate data analysis’. 7th ed. Pearson Prentice Hall, Upper Saddle River, New Jersey | |
| **Resources:**  **Scholar Community** | * Barnes, D. 2008. *Operations management: An international perspective*. London: Thomson. * Evans, J.R. & Collier, D.A. 2007. *Operations management: An integrated goods and services approach*. Mason, OH: Thomson South-western. * Krajewski, L.J., Ritzman, L.P. & Malhotra, M.K. 2010. *Operations management: Processes and supply chains*. 9th edition. Upper Saddle River, NJ: Pearson Education. * Martinich, J.S. 1997. *Production and operations management: An applied modern approach*. New York: Wiley. * Melnyk, S.A. & Denzler, D.R. 1996. Operations management: A value-driven approach. Chicago, IL: Irwin. * Melnyk, S.A. & Swink, M. 2002. *Value-driven operations management: An integrated modular approach*. New York: McGraw-Hill. * Reid, R.D. & Sanders, N.R. 2002. *Operations management*. New York: Wiley. * Schroeder, R.G. 2000. *Operations management: Contemporary concepts and cases*. Boston, MA: McGraw-Hill. * Pycraft, M., Singh, H., Phihlela, K., Slack, N., Chambers, S & Johnston, R. 2010. *Operations management*. 2nd edition. Cape Town: Pearson Education. * Stevenson, W.J. 2009. *Operations management*. 10th edition. McGraw-Hill Irwin. * Ambe, I. M. (2014). Key Indicators For Optimising Supply Chain Performance: The Case Of Light Vehicle Manufacturers In South Africa. Journal of Applied Business Research (JABR), 30(1), 277-290. * Ambe, I. M. (2014b). Difficulty to Overcome Supply Chain Challenges Faced By Vehicle Manufacturers In South Africa. Journal of Applied Business Research (JABR), 30(5), 1539 - 1550. * Eggert, A., Ulaga, W., & Schultz, F. (2006). ‘Value creation in the relationship life cycle: a quasi-longitudinal analysis’, Industrial Marketing Management, 35(2006): 20-27. * Lamprecht, N., Rudansky-Kloppers, S. and Strydom, J.W., 2011. South African automotive policy intervention (1924-2008): the case of an intelligently designed automotive support structure. Journal of Contemporary Management, 8, pp.54-75. * Li, L., Ford, J. B., Zhai, X., & Xu, L. (2012). Relational benefits and manufacturer satisfaction: an empirical study of logistics service in supply chain. International Journal of Production Research, 50(19), 5445-5459. * Morgan, R. M., & Hunt, S.D. (1994). The commitment – trust theory of relationship marketing, Journal of Marketing, 58(3), 20-38. * Ulaga, W. & Eggert, A. (2004). Relationship value and relationship quality, European Journal of Marketing, 40(3/4): 311-327. * Tolmay, A.S. and Badenhorst-Weiss, J.A., 2015. Supply chain relationships between first and second tier suppliers in South African automotive supply chains: A focus on trust. Journal of Transport and Supply Chain Management, 9(1), pp.8-pages. * Badenhorst-Weiss, J.A. and Tolmay, A.S., 2016. Relationship Value, Trust And Supplier Retention In South African Automotive Supply Chains. Journal of Applied Business Research (JABR), 32(5), pp.1329-1340. * Tolmay, A.S., 2017. The correlation between relationship value and business expansion in the South African automotive supply chains. Journal of Transport and Supply Chain Management, 11, pp.8-pages. * Lamprecht, N. and Tolmay, A.S., 2017. Performance Of South African Automotive Exports Under The African Growth And Opportunity Act From 2001 To 2015. International Business & Economics Research Journal (IBER), 16(2), pp.131-142. * Tolmay, A.S. and Venter, P., 2017. Relationship value antecedents in the South African automotive component supply chain. Acta Commercii, 17(1), pp.8-pages. * Tolmay, A.S., and Badenhorst-Weiss, J.A., 2018. The dynamics in customer-supplier relationships in South African automotive supply chains. International journal of value chain management. 11(3), pp1–17. * Tolmay, A.S., 2018. An Investigation Into the Personal Interaction Items Which Best Explain the Variation in Trust Within Automotive Supply Chains. International Journal of Information Systems and Supply Chain Management (IJISSCM), 11(2), pp.77-91. | |
| **Potential M&D Research Focus Areas or Research Projects**  Operations strategies for improvement  Relationship value  Supplier relationships  Supply chain development  Agent Principal theory  Automotive supply chains  Automotive trade regions  Automotive global exports/imports  Green ICT  FMCG  Contemporary operations management issues | | |