

## Deliberate Activities Of The board and its Significance

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### Abstract

New departments have been added to our publications and conferences, and new approaches have been incorporated in our research since the inception of M&SOM. Will they benefit the field in any significant way? Some regard them as a hindrance, resulting in a disjointed society that is unable to communicate effectively because its members do not share a common language. Others rejoice in the increased diversity we've achieved and the new frontiers it has opened up for scientific study. We contend that neither side is completely incorrect, nor completely accurate. We, too, maintain that we must contribute to an ever-expanding range of areas by employing all available methods of investigation.. The challenge of fragmentation is one that we share with the people who raised it earlier. To break out of its rut and have greater influence, the

discipline has to raise meaningful questions and deliver fascinating answers. I avoid the trap of specificity (great solutions to narrowly defined topics), (ii) connect and actively interact with various audiences, and (iii) be brave to pioneer new fields of investigation. When it comes to many of today's most pressing problems, operations management is a critical component.

### 1. Introduction

This was Professor Lee Schwartz's first public report on the M&SOM project at a symposium in Hanover, New Hampshire, in June 1996. Before the MSOM conference, a single-track multi-echelon inventory conference had been held. Let's fast forward to the present day in 2019. The last MSOM conference at the University of Texas at Dallas included 12 tracks, including sessions on sustainable operations, healthcare management, revenue management, behavioral operations management, empirical operations management, technology management and the IS/OM interface. This information was absent from the 1996

MSOM curriculum. There are now five tracks organized by Special Interest Groups, each with a specific focus, instead of the previous conference's several levels. In the past, we were all working on inventory and supply chain management, or queued up at the checkout counter. It's a common theme in the M&SOM publications. Text mining is used by Dai to examine the evolution of capacity and inventory management issues in M&SOM publications, which include economic, social/environmental, and technical drivers. We've grown in terms of methodological, topological, and geographic diversity. Can we say that this is a positive development? For us, it's a win-win situation. Regardless of the politically acceptable clichés, our increased reach connects us to a wider range of concerns, which can only lead to further breakthrough research.. In the process, the field has been fragmented, with many islands each speaking their own language in order to communicate with one another. That's not good at all.

Using E-HRM is a significant element in the adoption of E-HRM if the HR professional believes it will need minimal work or that E-HRM is easy to use.' E-HRM attitudes and enabling conditions are also linked positively.. To participate in a discussion, we must actively seek it out, rather than rely on it to come to us. Last but not least, we must be among the first to tackle novel issues and set off on new journeys. We have a responsibility to speak up on a number of pressing topics, many of which we are particularly suited to address, and we should. When we have such a diverse group of people in our community, we are able to take even more chances and venture out into new fields of study. Toward the conclusion of this paper, we provide a few instances of how these possibilities may work.

## 2. What Has Changed

Prior to M&SOM, the focus of the industry was on efficiency and quality. At the time,

Japanese industrial methods were demonstrating to the rest of the world how to make high-quality goods with reliability and efficiency (1). Supply chain management (SCM) was the dominant paradigm in the sector at the time of M&SOM's founding (2).A concentration on behavior. However, human agents are not always capable of appropriately optimizing based on all available information. Researchers in this group look at the impact of departing from neoclassical rational conduct on day-to-day operations.

The change away from quality and productivity was not due to a lack of relevance, but rather to the rapid expansion of vertical fragmentation, with businesses concentrating at one level of the value chain, and the globalization of supply chains and marketplaces. Because of our competence in inventory management, capacity planning, and production management, our interest in supply networks was inevitable. In our own community, we created a massive research pond large enough to yield a substantial number of prominent publications.

As with quality and productivity, there is always work to be done in supply networks despite their lengthy history. The sector began through a major change about 2005. In contrast, instead of everyone transferring to a new world, we separate into a variety of smaller groups (or even tribes).

Healthcare, retail, and energy are three of the most important sectors. It used to be all about cars (3) and semiconductors (4), but this is changing rapidly.

Management of revenues and pricing. In this community, you'll learn how to choose and modify pricing in order to maximize the firm's worth.

Marketplaces. Platforms or marketplaces that facilitate commerce between suppliers and customers can be established by some companies. For example, Amazon Marketplace, Flipkart, and Taobao are examples of online malls; Lyft, Uber, and house-sharing platforms are examples of mobility networks (e.g., Airbnb). This group focuses on the design and optimization of markets.

Finance. Labor, equipment, and inventory are the conventional resources that we focus on. Increasingly, however, our focus is on the interaction between monetary and physical assets.

As novel phenomena emerge in each cluster, a slew of conferences and journal special issues are organized to explore them. The question is: what do these disparate groups have in common? For example, we haven't yet discovered many linkages between behavioral operations and marketplaces, and there may not be many more to discover. And revenue management approaches might be difficult to grasp if you're a healthcare researcher (and vice versa). Since there hasn't been much conversation within the various clusters, we've split off into smaller groups virtually by definition. In a tiny pond, you might be the biggest fish, but in huge ponds, the biggest fish live. As you'll see in the following part, it appears like we're all drowning in puddles right now.

### The Rut

Just by looking around, we can see that the subjects we study and the methods we use to examine them have evolved over time. Have the results been more significant? From 1999 to 2017, a minimum of 25

works published in M&SOM received citations from Google Scholar year since their publication date, as shown in Table 1. (Review and survey papers are not included since their primary focus is not fresh research.) Even if the cutoff number of 25 citations is arbitrary, we believe it to be an acceptable one for a significant piece of research. It yields a total of 24 publications, which is around 4% of all M&SOM studies published during this time span.

There are five publications whose titles include the word "Newsvendor." The "newsvendor" paradigm may be found in several different publications, even if the term isn't included in the title. Even if the newsvendor is one of our favorite things in the world (perhaps even more so than most), surely there is more to it than that! To make matters even worse, only four of the 24 studies in question appeared in journals after 2010. As a result, 20 of M&SOM's 24 biggest songs were released more than a decade ago.. Some may quickly point to our metric as the source of the problem. It is much simpler to sprint at a quick pace than it is to keep a steady tempo over a long distance.

### 4. Interesting, Important, and Impact

The impact of a piece of scholarship is the combination of "interesting" and "important" (6):

$$\text{Interesting} \times \text{Important} \\ = \text{Impact.}$$

In order to be considered "interesting," a paper must come up with a surprising answer. It's important to weigh the unexpected in light of what's known so far. It doesn't matter if it's easy to deduce or if it follows quickly from previous findings. We don't care how difficult the route is; we simply care about the destination. Indeed, it is the lucky (and gifted) researcher who is

able to report a fascinating discovery with minimum effort. What is important to a person

This is the end outcome. Experiment methodologies utilized in BOM have been summarized and advice have been provided for selecting the best one. There are many variables that play a role in the selection of an appropriate experiment technique. Designing the experiment is a critical part of getting at the real insights into how operations management is influenced by behavior.

There are a few other factors to consider while deciding on an experimental research approach besides validity and problem nature. 2) Respondents' physical presence is required Financing, space, and technological support are all factors that must be taken into account. In doing so, however, you're sacrificing significance and impact. A compromise is typically necessary: the vast majority of fascinating (broad) issues cannot be answered with great specificity. As an illustration, consider how a CEO might respond to the question, "What kind of leadership traits would help me improve the operational performance of a company?" No matter how vague the answer is, it could have a significant impact on the situation nonetheless (6). It's a condition known as a coding deficit in languages. Their theory holds that the ability to communicate in one's mother tongue serves as a foundation for learning a foreign language, and that difficulties with any one of the linguistic components has an effect on one's ability to communicate in both languages.

Rather of focusing on how we may boost our personal financial well-being, others argue

P-ISSN: 2204-1990; E-ISSN: 1323-6903  
DOI: 10.47750/cibg.2019.25.01.023

that academic study is a waste of time and money. This even if it hasn't been widely referenced in the literature, an immediate and real impact is always welcomed. It is true that academics working at research institutions are primarily engaged in the development of unique and useful knowledge, as well as the distribution of this information to students (teaching). Our entire evaluation should take into account the impact of implementing knowledge (e.g. media attention and circulation of industry magazines as well as book sales for practice-oriented books, the INFORMS Edelman Prize and other industry accolades). Recent developments in this area include the M&SOM Society Award for Responsible Research in Operations Management and the newly announced Special Issue of M&SOM on Responsible Research Operations Management.

## 5. How Should We Change?

As a result of our fragmentation, the field has reached a standstill, according to our argument. So we've fallen into the trap of specificity too often. In order to find a solution, we don't need to get back to focusing on a particular issue. Putting the genie back in the bottle isn't an option, and we shouldn't even try. Instead, we should keep an open mind and maintain a wide scope of action. To be sure, we should continue to push the envelope. It is impossible for us to be both broad and specific at the same time. Ostentation was exhibited by the upper middle class in modern capitalism, just as it was by the nobility in the pre-capitalist feudal era, either to signal one's uniqueness or to demonstrate one's social standing Today's middle-class "masses" are more motivated by a desire for self-expression rather than class privilege, and this has led to a rise in the practice of ostentatious consumption among the middle class "masses."

happiness, and success. To carry out the current investigation, the researchers have used the MVS, or material value scale.

## 6. What Could Be Next?

We are thrilled about the future of operations management scholarship. When it comes to creating value, operations management is all about selecting, procuring, and controlling the resources that go into it. Anyone and everyone can benefit from this, no matter what their goals are. We may summarize by saying that our discipline has the potential to touch on and be important to nearly every aspect of human life. If we're looking for fresh perspectives on old problems, where should we focus our energies? In order to increase our reach and influence, we believe there are at least five viable options.

### Innovative Business Models

A huge number of new firms in the previous 25 years have been successful because of some innovation in their operations management business model. In all of these cases, the value has been altered

the resources they assemble, how they manage those resources, where they put resources, and/or their willingness to take (or avoid) risks are all factors in determining a company's value proposition (7).

By transferring inventory away from customers and in many cases without owning it, Amazon developed a huge e-retailer and became the world's largest fashion clothing retailer by controlling more of the value chain that was relocated closer to their home market (9). Dell's assemble-to-order dominance of the personal computer industry and Nike's use of overseas outsourcing to rise to the top of the sports equipment and apparel industry were two examples of this trend. There are a number of core beliefs that define materialism, and they all revolve around the importance of money and other material goods in one's life. There was a three-dimensional scale designed to assess an individual's materialistic values: centrality,

### Move Beyond Profit Maximization

Optimisation is the paradigm that we are most familiar with. What, then, should be optimized? In the past, we concentrated mostly on expenses and earnings. However, the future's objective functions are more complex. Many people care about ethics, fairness, and well-being. When it comes to production, supply chain, retail network, and business strategy, we need to be part of the conversation about environmental effect. Empowering women via business concepts can help decrease poverty (10). Donors of non-profit organizations are frequently concerned in reaching the widest possible audience when they support humanitarian logistics and other operational issues. In order to maximize the number of people using public transportation, cities and municipalities strive to create efficient networks. Dynamic pricing, if applied by the government, has the potential to enhance the equality of public resources. A novel goal function is often a prerequisite for novel solutions in these circumstances.

### The Nature of Work

The nature of labor has taken center stage in our culture at this time (11). What alterations have been made to the nature of the job? How are these developments connected to economic disparity and overall well-being? As long as there is a topic that we have some experience in, it's work for us to answer questions. Changing the balance between seasonal, temporary, part-time, and full-time employees, for example, will be a major issue in the future. Is it still viable to increase productivity in the service sector if manufacturing jobs continue to decline? In the future, self-driving cars will alter how and



where commodities are transported and kept. In what sense, exactly, is the question. For example, a study focusing on materialism in India found that cultural and regional subcultures had a significant impact. It was found that lower-middle-class income groups in India were more inclined to value materialistic goods than medium and upper-middle-class groups in India, according to an independent study.

Thus, the world in 25 years' time will most likely seem very different from the one we live in now. Data study shows that public employees are content with the current work system, which is a paperless system known as E-HRM. They are pleased and satisfied with their jobs. It is common knowledge that the E-HRM system and processes assist them improve their working abilities, cooperation with other departments and workers, ease of work and smoothness, cost savings, reduced employee unhappiness and increased internet and intranet usage. Employees have a favourable reaction to the E-HRM procedure. As long as we creatively identify issues about how resources are handled and how value is produced in businesses, we will be able to have a significant effect.

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P-ISSN: 2204-1990; E-ISSN: 1323-6903  
DOI: 10.47750/cibg.2019.25.01.023

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