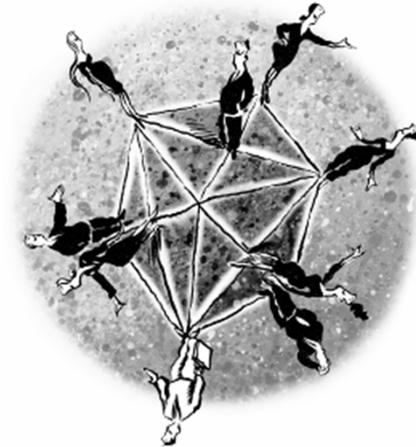


# ***Information and Suggestions for Students in Purchasing and Supply Management***



***Chair Purchasing and Supply Management***

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***<http://www.rsm.nl/psm>***



# PSM Tips

1. Teaching principles
2. Preparing teaching cases
  - Short cycle process
  - Long cycle process
3. Writing reports
  - General
  - Master thesis
4. Finding information

# Teaching principles

- **What we try to develop in our teaching**
  - Knowledge
  - Skills
  - Attitude
- **What we expect in the classroom**
  - course participation (more than class attendance and more than in-class participation alone)
  - preparation of articles, cases, other readings
  - readiness to respond to cold calling
- **We value an academic posture**
  - critical attitude
  - know the literature and build on existing knowledge
  - consider multiple alternatives and argue for your choice
  - in presentations and reports: be explicit about method

# Preparing teaching cases (1)

- **Step 1.** Read the first and last (two or three) paragraphs of the case and take some time to reflect.
- **Step 2.** Answer the following questions:
  - **Who** is the decision-maker in this case and what position, title, responsibilities does this person have?
  - **What** appears to be the issue (concern, problem, challenge or opportunity) and its significance to the organization?
  - **Why** has this issue arisen and why is this person involved now?
  - **When** does this person have to decide, resolve, act or dispose of this issue? Is there an urgency?
- **Step 3.** Read the exhibits to get an overview of scope and kind the material that is presented in this case.
- **Step 4.** Review the headings for initial impressions. Case information is normally organized under several headings ranging from the general to the more specific.

(continued on next page)

## Preparing teaching cases (2)

- **Step 5.** Skim the body of the case quickly, perhaps by reading the first and last sentences of each paragraph, to get an impression of the level of difficulty.
- **Step 6.** Read the assignment questions for special directions of analyzing the case.
- **Step 7.** Read the case in great detail.
- **Step 8.** Consider the following general case solving process:
  - Define the issue
  - Analyze the case data
  - Generate alternatives
  - Select decision criteria
  - Analyze and evaluate alternatives (based on decision criteria)
  - Select preferred alternative
  - Develop an action and implementation plan

*Further reading: Maufette-Leenders, L., Erskine, J. and Leenders, M. (2001). "Learning with cases". London (OT): Richard Ivey School of Business, chapter 3*

# Writing reports: General

For most courses, as well as your Master thesis, you will be required or expected to write in the English language.

For style and grammar tips, you can strongly advised to consult:

- <http://owl.english.purdue.edu/owl/>; this website contains many detailed tips on writing proper English
- Book “The Elements of Style” by William Strunk Jr.

# Writing reports: citing and referencing

## General rules:

- Cite only the works that you have read and use in your report
- make it easy for the reader to quickly find the full reference
- be consistent in your style
- be as complete as possible in your list of references
- A starting point for referencing styles:  
[http://www.eur.nl/english/eur/publications/cheating\\_and\\_plagiarism/guidelines/references/](http://www.eur.nl/english/eur/publications/cheating_and_plagiarism/guidelines/references/)
- If you have no strong preference yourself, why not use our preference: The APA style, as published on:  
[http://www.library.cornell.edu/newhelp/res\\_strategy/citing/apa.html](http://www.library.cornell.edu/newhelp/res_strategy/citing/apa.html)
- For references to online sources, provide more than just the URL. At least a title, and if possible also author/publisher and access date



## Writing reports: avoiding common mistakes in citing and referencing (1)

- Never change the order of authors in a multiple author reference.
- Put all references in one list, ordered alphabetically by first author name. (Alternatively, use a numbered list if those numbers correspond with numbered in-text references.)
- For in-text citations with more than 2 authors you may use first author followed by “et al.”, but always mention all author names in the reference list.
- Always include the in-text citation within the sentence it relates to (not after the full stop of the sentence).
- Never include first names or initials in an in-text citation, unless there is a risk of confusing two authors with the same surname.
- Use e.g. 2005a, 2005b if there are two references with the same combination of author(s) and year.

## Writing reports: avoiding common mistakes in citing and referencing (2)

- As Wynstra (2007) points out, you need to understand the difference between in-text citations as part of the sentence and as mentioned at the end of a sentence (Van Raaij, 2008).
- Relate citations to a sentence or clearly connected set of sentences, not to a complete section or chapter.
- A literal copy of original text is a quote, “which needs to be put in quotation marks and be followed by a page number” (Van Raaij, 2008, p.3). Use literal quotes sparingly, try to paraphrase instead.
- Avoid nested references (e.g., Van Raaij (2006) as quoted in Wynstra (2008)). Read the original source instead.
- For anonymous works, use “Anon.” as the author name, or the name of the newspaper/ magazine as the author name (e.g., *The Economist*, 2008).

# Writing reports: plagiarism and cheating

It is the explicit responsibility for each student to be fully aware of and comply with the current rules and guidelines on integrity:

- Plagiarism, Copyright, Cheating  
[http://www.eur.nl/english/eur/publications/cheating\\_and\\_plagiarism/](http://www.eur.nl/english/eur/publications/cheating_and_plagiarism/)
- Use of digital information  
[http://www.eur.nl/english/eur/publications/cheating\\_and\\_plagiarism/guidelines/digital/](http://www.eur.nl/english/eur/publications/cheating_and_plagiarism/guidelines/digital/)
- Rules and integrity code EUR  
<http://www.eur.nl/english/eur/publications/integrity/>

## Writing reports: Msc thesis → defining a research topic

- Keep it small and focused
- Try to think of your thesis: not a cathedral, not an annex of the cathedral, but one brick of the cathedral
- Good use of theory, method, and literature is essential for the academic quality of any thesis – be it a theory- or practice-oriented thesis
- Start with looking at the preferred topics/expertise areas of your possible thesis coaches (information on internet/blackboard/...), then approach a coach, and work together to define a topic
  - also in the case of an internship; do not commit to an internship organisation before talking to your coach – s/he may have actual assignments in portfolio!

## Writing reports: Msc thesis → Research methods

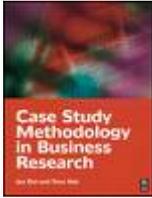
- Practice-oriented: Provide knowledge for solving a specific practice problem
- Theory-oriented: Provide knowledge that is generalizable (building and testing theory)
- *Good practice-oriented research also needs theory*
- *“Nothing is as practical as a good theory”*
- *Both qualitative and quantitative research can be executed very well or very poorly!*

Source: Jan Dul, Tony Hak, Slides Research Clinic RSM Erasmus University

# Writing reports: Msc thesis → general pointers

1. Start writing early and keep writing; don't sit on your eggs for too long!
  - very hard for academic coaches to provide feedback without written documents
2. Be clear about the supervisor roles
  - coach: primary responsible, process management, content expert
    - meetings: typically once every 4-6 weeks – maybe more at start and end
  - co-reader: content expert (should be from other M Sc progr. /deptmt.)
    - meetings: typically one on draft proposal, one on conceptual framework/lit. rev., one on complete thesis draft
3. Track and trace
  - make short minutes (notes) of each meeting with supervisor(s), and send to other supervisors
4. Update your planning every so often
5. This is **your** project – academic and company supervisors are there only to support you

## Writing reports: Msc thesis → Useful Books



Dul, J., Hak, T. (2008) *Case Study Methodology in Business Research* . Elsevier/Butterworth Heinemann, ISBN 0-7506-8196-9



Aken van, J.E., Berends, H., Bij van der, H., (2007) *Problem Solving in Organizations*. Cambridge ISBN-13:9780521869768



Tabachnick, B., Fidell, L., (2006) *Using Multivariate Statistics International Edition*. 5th Edition ISBN13: 9780205465255



Hair, Black, Babin, Anderson, Tatham, (2006) *Multivariate Data Analysis: International Edition*. 6<sup>th</sup> edition ISBN-10:0132281392

## Writing reports: Msc thesis → Useful Books



Green, S., Salkind N., (2007) *Using SPSS for Windows and Macintosh Analyzing and Understanding Data: International Edition*. 5th Edition  
ISBN13: 9780132328722



Blumberg et al., (2005) *Business Research Methods*. McGraw-Hill Higher Ed., 1st edition, 2005, ISBN: 007710742X, ISBN13: 9780077107420



Rubin & Rubin, (2004) *Qualitative Interviewing*. SAGE Publications  
ISBN-13: 9780761920755



Dillman, D.A., (2006) *Mail and Internet Surveys*. John Wiley & Sons Inc,  
ISBN-13: 9780470038567

## Writing reports: Msc thesis → use of theories

- The next two slides provide an insight in the theories that are often a foundation for a paper or thesis.
- The first slide presents commonly used theories in the field of purchasing.
- The second slide gives an overview of other theories, which at first hand could be perceived as not useful in the field of purchasing, however these theories can be used and provide new insights in the field of purchasing from a new perspective.

# Commonly used Theories in the field of Purchasing

- **Actor network theory**
- **Agency theory**
- **Competitive strategy (Porter)**
- **Contingency theory**
- **Dynamic capabilities**
- **Game theory**
- **Information processing theory**
- **Institutional theory**
- **Knowledge-based theory of the firm**
- **Organizational learning theory**
- **Portfolio theory**
- **Resource-based view of the firm**
- **Resource dependency theory**
- **Social capital theory**
- **Social exchange theory**
- **Social network theory**
- **Stakeholder theory**
- **Transaction cost economics**

Source: [http://istheory.byu.edu/wiki/Main\\_Page](http://istheory.byu.edu/wiki/Main_Page)

# Other theories

- Absorptive capacity theory
- Adaptive structuration theory
- Administrative behavior, theory of
- Change theory
- Cognitive dissonance theory
- Cognitive fit theory
- Communication theory
- Complexity theory
- Conflict theory
- Critical realism theory
- Critical social theory
- Critical systems thinking theory
- Decision theory
- Design Theory
- Diffusion of innovations theory
- Equity theory
- Evolutionary theory
- Expectation confirmation theory
- Garbage can theory
- General systems theory
- Illusion of control
- Information integration theory
- Language action perspective
- Media richness theory
- Organizational culture theory
- Organizational information processing theory
- Organizational knowledge creation
- Prospect theory
- Punctuated equilibrium theory
- Real options theory
- Resistance, theories of
- Self-efficacy theory
- Sensemaking, theory of
- SERVQUAL
- Situated learning theory
- Social capital theory
- Social cognitive theory
- Social exchange theory
- Social learning theory
- Socio-technical theory
- Soft systems theory
- Stewardship theory
- Structuration theory
- Task closure theory
- Task-technology fit
- Technology acceptance model
- Theory of planned behavior
- Theory of reasoned action
- Work systems theory

Source: [http://istheory.byu.edu/wiki/Main\\_Page](http://istheory.byu.edu/wiki/Main_Page)

## Finding information: Literature databases

- Always check more than one database: Proquest, ScienceDirect, ISI Web of Knowledge, EBSCOhost, Emerald, Google Scholar
- Proquest and EBSCOhost include non-scientific literature as well
- Scientific journals differ in quality. The journal's impact factor, as listed in the ISI Web of Knowledge, is an indication of journal quality. Note that many journals do not have an impact factor (and are considered of lower quality than those with an impact factor).
- If you know the name of the journal, a good starting point is:  
[http://www.eur.nl/ub/english/search/online\\_resources/e\\_journals/](http://www.eur.nl/ub/english/search/online_resources/e_journals/)

# Finding information: Most relevant journals

## Specialist PSM journals:

- Journal of Purchasing and Supply Management (*JPSM*)
- Journal of Supply Chain Management (*JSCM*)

## Operations Management / Operations Research:

- Decision Sciences (*DS*)
- IEEE Transactions on Engineering Management (*IEEE*)
- International Journal of Logistics Management (*IJLM*)
- International Journal of Operations & Production Management (*IJOPM*)
- International Journal of Physical Distribution and Logistics Management (*IJPDLM*)
- Journal of Business Logistics (*JBL*)
- Journal of Operations Management (*JOM*)
- Manufacturing & Service Operations Management (*MSOM*)
- Production and Inventory Management Journal (*PIMJ*)
- Production and Operations Management (*POM*)
- Supply Chain Management: An International Journal (*SCM*)

## Marketing:

- Journal of the Academy of Marketing Science (*JAMS*)
- Industrial Marketing Management (*IMM*)
- Journal of Business-to-Business Marketing (*JBBM*)
- Journal of Business and Industrial Marketing (*JBIM*)
- Journal of Business Research (*JBR*)
- Journal of Marketing (*JM*)

## Strategy & Organisation:

- Academy of Management Journal (*AMJ*)
- Academy of Management Review (*AMR*)
- California Management Review (*CMR*)
- Harvard Business Review (*HBR*)
- Strategic Management Journal (*SMJ*)
- Sloan Management Review (*SMR*)

# Finding information: online PSM resources (1)

## PSM professional associations

- [www.ifpsm.org](http://www.ifpsm.org)
- [www.nevi.nl](http://www.nevi.nl)
- [www.cips.org](http://www.cips.org)
- [www.ism.ws](http://www.ism.ws)

## PSM magazines

- [www.supplybusiness.com/#](http://www.supplybusiness.com/#)
- [www.supplymanagement.com](http://www.supplymanagement.com)
- [www.sourcingsmag.com](http://www.sourcingsmag.com)
- [www.scmr.com](http://www.scmr.com)

## PSM consultancies

- [www.mckinsey.com/clientservice/operations/purchase/](http://www.mckinsey.com/clientservice/operations/purchase/)
- [www.atkearney.com/index.html](http://www.atkearney.com/index.html)
- [www.accenture.com/us-en/outsourcing/Pages/index.aspx](http://www.accenture.com/us-en/outsourcing/Pages/index.aspx)
- <http://www.accenture.com/us-en/consulting/operations/sourcing-procurement/Pages/index.aspx>
- [www.aberdeen.com](http://www.aberdeen.com)
- [www.forrester.com](http://www.forrester.com)
- [www.kirkmancompany.com](http://www.kirkmancompany.com)
- [www.futurepurchasing.com](http://www.futurepurchasing.com)
- [www.arjanvanweele.com](http://www.arjanvanweele.com)
- [www.frconsulting.nl](http://www.frconsulting.nl)
- [www.berenschot.com/procurement](http://www.berenschot.com/procurement)

## Finding information: online PSM resources (2)

### PSM portals and blogs

- [inkoop.startpagina.nl](http://inkoop.startpagina.nl)
- [www.inkopers-cafe.nl](http://www.inkopers-cafe.nl)
- [www.outsourcing.com](http://www.outsourcing.com)
- [www.esourcingforum.com](http://www.esourcingforum.com)

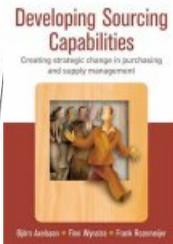
### PSM research institutes (non-profit)

- [www.capsresearch.com](http://www.capsresearch.com)

### Academic PSM resources

- [om.aomonline.org](http://om.aomonline.org)
- [www.ipsera.org](http://www.ipsera.org)
- [www.utips.eu](http://www.utips.eu)
- [www.ebs.de/index.php?id=smi&L=1](http://www.ebs.de/index.php?id=smi&L=1)

# Finding information: (student) textbooks on PSM



Axelsson, B., Rozemeijer, F. and F. Wynstra (2005), *Developing Sourcing Capabilities: Creating Strategic Change in Purchasing and Supply Management*, Wiley: Chichester. ISBN: 978-0-470-85012-1

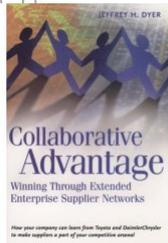


Van Weele, A. J., (2010), *Purchasing and Supply Chain Management*, 5th Ed., Thomson International. ISBN: 978-1-4080-1896-5



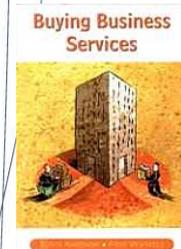
Monczka, R.M., Handfield, R.B., Guinipero, L.C. et al. (2010), *Purchasing & Supply Chain Management*, Cengage Learning. ISBN 978-1-4080-1744-9

# Finding information: management books on PSM



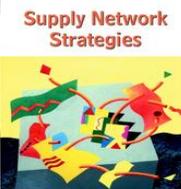
Dyer, J.H. (2000) *Collaborative Advantage*, Oxford University Press.

ISBN-10: 0195130685



Axelsson, B. and F. Wynstra (2002) *Buying Business Services*. Wiley: Chichester.

ISBN: 978-0-470-84302-4



Gadde, L., Hakansson, H., (2001) *Supply Network Strategies*. Wiley: Chichester.

ISBN: 0471499161