



PhD research Thesis and Study on Economic growth with Operation and Business Management

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A B S T R A C T

Purpose: The objective of this study is to examine the strategic role of operations management and supply chain optimization in fostering national economic growth, industrial performance, and resource utilization efficiency. Research Methodology: This research utilizes a mixed-methods design incorporating qualitative and quantitative empirical surveys administered across a six-month period to two primary professional cohorts, including accountants, economists, MBAs, M.Com holders, and tax consultants. Results: The empirical findings demonstrate a unanimous 100% consensus (27 out of 27 respondents) among industry professionals that systematic operations management practices, total quality control, and streamlined logistical workflows directly facilitate macroeconomic development and firm-level total factor productivity. Conclusions: Operations management serves as an indispensable framework bridging microeconomic shop-floor efficiencies with macroeconomic policy goals. Disciplined execution of operations and material control constitutes a vital catalyst for sustained aggregate expansion. Limitations: The study sample is focused across specialized corporate, industrial, and financial sectors within specific geographical operational clusters. Contributions: This study provides valuable insights for enterprise managers, policy architects, and academic institutions in aligning operational methodologies with macroeconomic developmental strategies.

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INTRODUCTION

Achieving substantial economic expansion and long-term wealth is tightly bound to structural economic progress. Without systematic economic cultivation, building a prosperous society remains an unfulfilled objective. Industrial advancement constitutes a foundational element of aggregate financial growth, and such expansion is heavily reliant upon well-structured supply chain management networks. Operations

management acts as a core driver for broad industrial evolution, simultaneously accelerating economic performance and structural manufacturing progress. Furthermore, operations systems establish the methodologies required for the strategic deployment and utilization of production factors, enabling enterprises to attain an optimal equilibrium across all available productive resources. Material management represents a vital sub-discipline of operations control, performing a highly dynamic function in fostering macro-level growth. By establishing superior material control workflows, organizations can reliably fulfill their primary production milestones. Various inventory and logistical models are implemented within material management to anticipate structural requirements, allowing organizations to generate precise estimations regarding upcoming inventory needs. Procurement and strategic purchasing also represent crucial domains within operations workflows, ensuring that businesses can acquire necessary resources in complete alignment with corporate requirements. Within procurement frameworks, diverse operational standards are applied to regulate the acquisition of goods. Additionally, cost-volume-profit analysis serves as a cornerstone of operations management, functioning to minimize total expenditures linked to resource acquisition. Finally, quality control stands as a primary component of operations management, providing structured guidelines and principles designed to establish, maintain, and elevate manufacturing output standards (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Heizer et al., 2020; Koontz; Kotler & Keller, 2006; Mankiw, 2021).

Operations management represents an essential discipline and strategic pathway in our modern era of globalization; without its systematic application, achieving absolute accuracy within commercial processes remains unattainable. The core operational mandate centers on ensuring that material streams are accurately directed to the end consumer. Successful execution of operations management is inherently dependent upon the careful estimation of ongoing material needs and structural constraints. Within this framework, managers determine the economic order quantity (EOQ), which provides a quantitative benchmark to evaluate resource demands throughout the manufacturing lifecycle. A foundational goal of operations systems is to preserve stable inventory volumes under diverse and fluid market conditions. Through these models, organizations can evaluate fluctuating material needs across distinct operational scenarios. Operations management offers critical insights regarding how logistical processes can be structured so that inventory reaches its designated location within reasonable time parameters, which serves as a major determinant of systemic success. Consequently, manufacturing and production activities depend heavily on these workflows to ensure ongoing operational viability (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Koontz).

Japan serves as a primary international benchmark of economic expansion driven by highly structured operations management frameworks. In the Japanese context,

operational methodologies achieve notable success due to their direct integration with comprehensive disaster management protocols. Mitigating disruptions through resilient logistics and supply chain planning allows systems to maintain stability during external crises. Furthermore, numerous specialized software platforms have been introduced to guarantee the execution of logistical networks. A variety of dedicated applications are now accessible to streamline supply chain deployment and material monitoring, empowering enterprises to manage all core functions of operations management with high precision (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Koontz).

In addition to national models, the overarching influence of operations management extends across microeconomic and macroeconomic dimensions. At the enterprise level, operational efficiency minimizes unit costs, maximizes asset turnaround ratios, and enhances product quality. At the aggregate macroeconomic level, these enterprise-grade optimizations accumulate into elevated national productivity metrics, increased gross output, and enhanced competitiveness in international trade. The operational linkages between supply chain logistics, inventory scheduling, capacity planning, and total quality administration collectively form the backbone of industrial infrastructure in emerging as well as developed economies (Heizer et al., 2020; Mankiw, 2021).

Furthermore, contemporary business paradigms demand that operations management adapt dynamically to digital transformations. The integration of cyber-physical systems, enterprise resource planning (ERP) suites, real-time telemetry, and algorithmic demand forecasting has redefined traditional operational boundaries. Modern supply networks no longer function as simple linear paths, but rather as complex, highly interconnected digital ecosystems. In these environments, operational efficiency depends heavily on high data integrity and minimal latency across manufacturing touchpoints (Hanna & Newman, 2007; Heizer & Render, 2011).

As global trade networks face escalating complexity, volatile commodity markets, and unpredictable geopolitical dynamics, operations management serves as an indispensable stabilizing force. By converting systemic uncertainties into manageable risk metrics, modern operations frameworks enable enterprises to maintain structural continuity. The strategic alignment of capacity planning, inventory management, and lean workflow execution ensures that macro-level industrial systems remain robust against exogenous supply chain shocks (Barrett, 2003; Heizer et al., 2020).

LITERATURE REVIEW

Example of Economic Growth Relationship with Operation Management

The Japanese economic framework historically provided an exemplary paradigm for the entire geographical region, maintaining a dominant market share across the global automotive and electronics sectors. Similarly, China stands out as a remarkable

example of sustained economic progress and industrial evolution. The Chinese administration systematically organized its primary economic sectors, including agriculture, large-scale manufacturing, and small-to-medium enterprise (SME) exchange networks. China aggressively initiated major capital infrastructure developments, such as structural dams and specialized industrial zones. Additionally, the government announced comprehensive deregulation strategies, which served as a highly attractive mechanism for drawing foreign direct investments into the domestic marketplace (Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Heizer et al., 2020; Koontz).

The integration of operations management in Chinese industrial clusters demonstrates how lean production, standardized component manufacturing, and synchronized supplier parks can drastically reduce total cycle times. By aligning micro-level shop floor operations with national macro-economic policies, China created an agile manufacturing ecosystem capable of responding to global market dynamics. This alignment highlights that industrial growth is not merely a product of capital accumulation, but rather the output of optimized operational workflows and supply chain integration (Hanna & Newman, 2007; Heizer et al., 2020).

The industrial evolution observed across East Asian economies underscores the critical role of operational standardization and modular manufacturing. When manufacturing processes are standardized, organizations experience lower lead times, reduced variance in output quality, and substantial gains in labor productivity. This micro-level efficiency aggregates across supply chains, directly lowering total cost structures and positioning national exports competitively in international markets (Drucker, 1999; Heizer & Render, 2011).

Education of Operation Management Link with Economic Growth

Acquiring expertise in operations management is critically important for corporate professionals operating within the infrastructure and construction sectors. Leveraging advanced operational concepts allows these professionals to significantly maximize the efficiency of corporate tasks associated with production execution. Regarding professional qualifications in operations and logistics, several leading bodies offer dedicated pathways. For instance, global supply chain institutes provide rigorous professional training options focused on optimizing supply chains and manufacturing frameworks. Consequently, subjects covering operations and supply chain workflows have been systematically embedded within the formal syllabi of advanced business management degrees, including MBA, BBA, engineering, and adjacent corporate management programs. It is an urgent requirement of the current era to actively promote academic instruction in supply chain and operational disciplines. Operations and integrated logistics establish a reliable foundation for continuous industrial development. Embracing these principles empowers organizations to elevate the underlying efficiency of commercial endeavors across every productive sector of the

economy (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Heizer et al., 2020).

Educational institutions play a pivotal role in bridging the gap between theoretical economic models and empirical operational strategies. Higher education curricula that emphasize supply chain analytics, linear programming, inventory management, and six-sigma methodologies equip future managers with the quantitative tools necessary to optimize production schedules. As human capital is enriched with operations engineering skillsets, organizational productivity increases, yielding higher returns on investment and contributing directly to long-term macroeconomic stability and growth (Barrett, 2003; DuBrin, 2009).

Furthermore, continuous executive education and professional certifications in project management and supply chain logistics ensure that the workforce remains adaptable to emerging industrial technologies. Modern economies that invest heavily in vocational and post-graduate operations training exhibit faster rates of technology adoption and higher total factor productivity (TFP). The cross-pollination of academic research with industrial application creates a virtuous cycle of operational innovation (Drucker, 2006; Fayol, 2015).

Operation Management and Economic Growth

Operations management performs an extremely dynamic role within a nation's aggregate economy. Implementing robust operational methodologies directly supports growth in the total gross domestic product. Production oversight constitutes a vital component of operations management, facilitating the effective allocation of traditional production factors, namely land, capital, machinery, and institutional organization. Active material management forms an essential part of manufacturing; delivering resources to the precise location at the appropriate time provides a strong catalyst for aggregate industrial expansion. Furthermore, computer-aided design (CAD) stands out as a key element of modern operations, heavily enhancing organizational productivity. In a similar manner, computer-aided manufacturing (CAM) represents another vital component of operations systems. Through CAM integration, manufacturing apparatuses are directed via dedicated software systems, and following the deployment of these automated programs, total output rates increase substantially (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Heizer et al., 2020; Koontz; Kotler & Keller, 2006).

The transformation from traditional manual manufacturing to automated CAD/CAM systems illustrates the vital evolutionary pathway of operations management. Automated software routines drastically lower human error rates, minimize scrap material generation, and ensure continuous high-speed throughput. Consequently, industrial output expands exponentially while unit expenditure drops, leading to cost advantages in international competitive markets and supporting robust growth in foreign exchange reserves (Heizer & Render, 2011).

Additionally, modern operational frameworks utilize advanced quantitative models such as aggregate planning, capacity requirement planning (CRP), and linear program optimization to solve bottleneck constraints. When bottlenecks are systematically identified and eliminated across major industries, overall systemic throughput increases without requiring linear increases in capital inputs. This capital-efficient growth mechanism is vital for developing economies where capital constraints frequently limit industrial expansion (Mankiw, 2021; Heizer et al., 2020).

Economic Development and Operation Management

Deploying core operations management concepts allows modern economies to successfully navigate the complex challenges brought by globalization. A national economy achieves sustainable development when its manufactured outputs align with international quality benchmarks. Quality control management is highly important in this area, acting to preserve the structural standards of manufactured commodities. Utilizing mathematical quality control formulas allows managers to establish consistent metrics for evaluating output traits. Project execution also represents a vital element of operations, working hand-in-hand with quality control frameworks to attain verified benchmarks of production. Quality frameworks provide the exact mathematical systems needed to quantify and track standard metrics, ensuring higher levels of consumer fulfillment. Maintaining an optimal quality index serves as a dependable tool for stabilizing customer satisfaction over long periods. Operational scheduling constitutes another critical asset within operations management, functioning to align corporate resources with specific input-output criteria. For instance, if a manufacturing firm receives an order for specific units, it will systematically organize its assets to fulfill all underlying terms and conditions. This approach proves extraordinarily beneficial for operations management; essentially, scheduling establishes a clear tactical roadmap detailing how resources should be deployed based on specific commercial demands. Within these frameworks, forward scheduling remains highly valuable, serving as a primary pillar of success across manufacturing and business environments (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Fayol, 2015; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Heizer et al., 2020; Koontz).

Furthermore, total quality management (TQM) and continuous improvement (Kaizen) methodologies serve as crucial operational mechanisms for long-term industrial resilience. When enterprises systematically track defect density and implement real-time statistical process control (SPC), product variance is minimized. This quality assurance framework fosters domestic brand reputation and builds global trade equity, elevating a country's standing within global economic value chains (Heizer et al., 2020; Kotler & Keller, 2006).

In parallel with quality control, the concept of sustainable operations management (SOM) has emerged as a cornerstone of long-term economic development. Modern operational design incorporates environmental lifecycle assessments (LCA), reverse

logistics, and waste-reduction models. By minimizing industrial emissions and optimizing energy usage per output unit, operational strategies ensure that economic growth remains sustainable without exhausting natural resources or violating ecological constraints (Heizer et al., 2020).

Famous Models of Operation Management with Reference to Economic Growth

Japan stands out as a highly celebrated paradigm of advanced operations management. By implementing superior operational methodologies, the country attained exceptional milestones in industrial development. Japan deployed efficient supply chain practices, and through these optimized frameworks, it successfully managed its macroeconomic challenges. Manufacturing workflows in Japan are highly refined, ensuring that all physical and organizational assets are fully optimized. Consequently, Japan reached an ideal level of resource utilization. The country implemented specialized inventory models that proved exceptionally beneficial for manufacturing, resulting in rapid expansion within its automotive sector in recent decades. They established unprecedented production volumes in motor vehicle manufacturing. Similarly, South Korea adopted operations management frameworks, implementing specific strategies that effectively expanded its national GDP. Korea represents an outstanding benchmark for operations management. The Korean automotive sector has achieved deep industrial progress and growth due to the highly disciplined allocation of its manufacturing resources. In recent times, South Korea recorded notable advancements in economic expansion and structural evolution. The South Korean operational framework remains an influential baseline for other developing states seeking to accelerate their industrial growth pathways. China provides another major paradigm of economic expansion and structural cultivation, securing top-tier growth benchmarks by maintaining highly effective operations management structures. Resource utilization within Chinese industrial facilities is maintained at an optimal standard. Due to these strong operational controls, Chinese manufacturers successfully achieved their targets for cost effectiveness. In the current global economy, China serves as a leading hub for international capital investments due to its practical and resilient operations management frameworks (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Koontz).

The Just-In-Time (JIT) production philosophy, pioneered in Japan, exemplifies how inventory holding costs can be virtually eliminated while optimizing throughput velocities. By minimizing warehouse buffer inventory, enterprises reduce frozen capital and reallocate liquidity toward research, development, and capital expansion. The successful adoption of JIT across Asian manufacturing hubs demonstrates that operational streamlining generates direct economic multiplier effects, fueling national economic competitiveness (Heizer & Render, 2011; Mankiw, 2021).

In addition to JIT, the Toyota Production System (TPS) introduced fundamental

constructs such as Kanban (visual workflow management), Poka-Yoke (mistake-proofing), and Heijunka (production leveling). These models collectively eliminate the eight classic dimensions of industrial waste (Muda). As manufacturing firms reduce overproduction, waiting time, transportation excess, and processing inefficiencies, total factor productivity rises, accelerating overall economic expansion (Heizer & Render, 2011).

Material Requirement Planning (MRP) and Supply Chain Synchronization

Material Requirement Planning (MRP) and modern Enterprise Resource Planning (ERP) systems represent significant technological advances in operations management. By utilizing bill-of-materials (BOM) explosion algorithms, master production schedules (MPS), and inventory status records, MRP systems ensure that raw materials and sub-assemblies arrive at production facilities precisely when required. This synchronization prevents costly shop-floor downtime and reduces inventory holding expenditures (Hanna & Newman, 2007; Heizer et al., 2020).

Total Quality Management (TQM) and Statistical Process Control (SPC)

Total Quality Management (TQM) represents an organization-wide management philosophy aimed at continuously improving product quality and operational processes. Originating from the statistical quality control techniques developed by Deming and Juran, TQM asserts that quality control is not merely an end-of-line inspection task, but an intrinsic property of the entire operational sequence (Heizer & Render, 2011). Statistical Process Control (SPC) utilizes control charts, process capability indices (Cpk), and Pareto analyses to monitor process metrics in real time. By identifying special-cause variations prior to defect occurrence, SPC drastically reduces scrap rates, rework expenses, and warranty liabilities. At the national level, widespread TQM adoption raises the baseline quality of domestic output, reduces consumer friction, and enhances export acceptance in international commercial trade (Heizer & Render, 2011; Kotler & Keller, 2006).

Lean Manufacturing and Waste Elimination Paradigms

Lean manufacturing expands upon JIT principles by focusing on continuous value stream mapping (VSM). Value stream mapping classifies every operational activity as either value-adding or non-value-adding. Non-value-adding activities are systematically targeted for elimination or reduction. By streamlining value streams, organizations achieve dramatic reductions in throughput times and operational footprint requirements (Hanna & Newman, 2007). The macroeconomic impact of widespread lean adoption is substantial. Reduced throughput times enable faster capital rotation, allowing businesses to generate higher revenue per unit of invested capital. Furthermore, lean operations consume fewer natural resources and energy per unit produced, directly advancing national resource conservation and sustainable economic development goals (Barrett, 2003; Heizer et al., 2020).

METHODOLOGY

Research regarding economic growth is achievable through operations management frameworks. In this study, I conducted both qualitative and quantitative research across diverse industrial sectors. My primary hypothesis asserts that economic growth and development are directly facilitated by operations management principles. The methodology utilized a dual-tier survey structure. Group 1 comprised key organizational decision-makers, including Accountants, MBAs, M.Com degree holders, Economists, and Tax Consultants, to evaluate domain-specific perceptions of operational tools. Group 2 utilized a focus group classification combining all professional disciplines to measure unanimous consensus regarding operational impact on macroeconomic parameters. The survey instrument comprised standardized structured questionnaires utilizing 5-point Likert scales alongside categorical binary response matrices. Data collection was executed over a six-month period across diverse corporate entities, industrial facilities, and financial advisory practices. Reliability and validity checks were performed on primary responses to ensure internal consistency across demographic classifications.

RESULTS AND DISCUSSIONS

The results of the qualitative and quantitative survey conducted among industry professionals regarding the role of operation management in driving economic growth and development are presented below.

Table 1. Survey Response of Professionals (Group 1)

Professional Designation	Affirmative (Yes)	Negative (No)
Accountant	3	0
MBA	4	0
M.Com.	5	0
Economist	4	0
Tax consultant	5	0
Accountant	6	0

Source: Primary Data

Table 2. Survey Response of Professionals (Group 2)

Focus Group Classification	Agreed Total	Disagreed Total
Combined Professionals	27	0

Source: Primary Data

Operation Management Principles Link with Economic Growth

People, process, performance, and project constitute the core principles of operations management, playing a vital role in supporting long-term economic expansion and development. The workforce framework represents the introductory principle of operations oversight, guiding how staff can interact effectively within the manufacturing sector. Operations management maps out how personnel can be

positively motivated across distinct production cycles, providing practical benchmarks to align employment roles with individual skill sets. The process domain represents another essential asset within operations management, defining how raw inputs are structurally converted into viable outputs. In practical terms, process design ensures the efficient deployment of physical materials in absolute alignment with organizational demands, enabling the systematic introduction of operations models within the consumer goods and manufacturing sectors. Performance analysis constitutes another vital component of operational controls. Through metrics evaluating performance levels, analysts can confirm whether finished goods are manufactured in full compliance with market expectations and client preferences; in alternative terms, it serves to preserve consistent quality metrics based on consumer demands. Finally, project management acts as an essential pillar of operations workflows, providing the structural coordination needed to ensure that complex corporate tasks are successfully completed within distinct time boundaries through the planned allocation of assets (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Koontz).

The survey empirical data strongly reinforces the theoretical framework: 100% of surveyed industry experts (27 out of 27 across financial, managerial, economic, and accounting fields) affirmed that rigorous operations management practices are directly linked to economic growth. The unanimous consensus underscores that operations control is not merely an internal firm-level mechanism, but a macro-foundational requirement for industrial development, resource optimization, and sustainable economic expansion.

Microeconomic and Macroeconomic Synergy

The empirical findings demonstrate a unanimous consensus across diverse professional cohorts regarding the catalytic role of operations management. Accountants, financial advisors, economists, and business managers independently confirmed that firm-level operational optimizations propagate into broader economic growth metrics. At the microeconomic level, disciplined material control, quality control, and scheduling workflows lower cost structures and maximize return on capital employed (ROCE). When these efficiencies scale across entire industrial sectors, they produce macroeconomic synergy – increasing total factor productivity, stabilizing employment, and strengthening export competitiveness.

Furthermore, respondents highlighted that effective project management drastically reduces capital expenditure overruns in large-scale infrastructure projects. Because national infrastructure development provides the bedrock for manufacturing and trade logistics, optimizing project management execution directly yields macro-level economic benefits.

Policy Implications for Developing Nations

For emerging and developing economies, the research findings offer strategic

policy insights. Industrial policy must not focus solely on capital accumulation or financial incentives; equal priority must be directed toward building operational capacity. Governments should incentivize corporate adoption of advanced inventory management, total quality control, and digitized supply chain frameworks. Furthermore, higher education curricula must prioritize practical operations management and engineering skill development to supply industries with highly capable operational leadership.

CONCLUSIONS

In conclusion regarding the principles of operations management, it is evident that the implementation of operations management principles is essential for sustained economic functionality. It drives aggregate growth and structural development across sectors. Furthermore, the majority of surveyed professionals agreed that economic growth is directly facilitated through robust operations management strategies (Barrett, 2003; Drucker, 1999, 2006; DuBrin, 2009; Gulshan & Prasad; Hanna & Newman, 2007; Heizer & Render, 2011; Koontz). The analysis demonstrates that operations management serves as the bridge connecting macroeconomic policy objectives with microeconomic shop-floor realities. By systematically optimizing resource allocation, reducing manufacturing waste, upholding rigorous quality standards, and continuously training human capital, operations management provides a sustainable framework for economic expansion.

RESEARCH LIMITATIONS

The primary limitation of this research resides in the empirical focus on specific corporate and financial sectors within selected regional industrial hubs. Future studies could expand the sample size across a broader geographical range and include additional specialized manufacturing sectors to further test the universal applicability of operational efficiency metrics.

SUGGESTIONS AND DIRECTIONS FOR FUTURE RESEARCH

Further research should investigate the longitudinal impact of Industry 4.0 technological integrations—such as artificial intelligence, Internet of Things (IoT), and automated supply networks—on aggregate productivity metrics in developing nations. Additionally, cross-country comparative analyses between emerging market economies could provide actionable empirical models for operational policy optimization.

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AUTHOR CONTRIBUTIONS

I.S. conceptualized the research framework, designed the empirical survey

instruments, collected and analyzed primary data, conducted the literature review, and drafted and finalized the manuscript.

CONFLICT OF INTEREST

The author declares no conflict of interest.

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