

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

Chapter 1 : Operations Management: Definition, Principles, Activities, Trends

*Instructor's guide, cases in production/operations management [Roger W Schmenner] on www.nxgvision.com *FREE* shipping on qualifying offers.*

Definition, Principles, Activities, Trends Since all companies have operations, i. Especially as mastering these basics can directly support your business goals. We will also give you an outlook on some of the recent trends that have an impact on this discipline. Operations management involves planning, organizing, and supervising processes, and make necessary improvements for higher profitability. Historical background Operations management was previously called production management, clearly showing its origins in manufacturing. Historically, it all began with the division of production, starting as early as the times of ancient craftsmen, but spreading more widely only by adding the concept of interchangeability of parts in the eighteenth century, ultimately sparking the industrial revolution. As the economies in the developed world were gradually shifting to be service-based, all the corporate functions, including product management, started to integrate them. The service side also began its approach by applying product management principles to the planning and organizing of processes, to the point where it made more sense to call it operations management. Multidisciplinary nature Operations management is now a multidisciplinary functional area in a company, along with finance and marketing. It makes sure the materials and labor, or any other input, is used in the most effective and efficient way possible within an organization – thus maximizing the output. Operations management requires being familiar with a wide range of disciplines. It incorporates general management, factory- and equipment maintenance management by tradition. The operations manager has to know about the common strategic policies, basic material planning, manufacturing and production systems, and their analysis. Production and cost control principles are also of importance. Interested in a deep dive into operations management? Read the following slides. Required skills The skills required to perform such work are as diverse as the function itself. The most important skills are: Organizing processes in an organization requires a set of skills from planning and prioritizing through execution to monitoring. These abilities together help the manager achieve productivity and efficiency. The capability to understand processes in your area often includes a broad understanding of other functions, too. An attention to detail is often helpful to go deeper in the analysis. Once processes are analyzed and understood, they can be optimized for maximum efficiency. Quick decision-making is a real advantage here, as well as a clear focus problem-solving. Flaws in the interactions with employees or member of senior management can seriously harm productivity, so an operation manager has to have people skills to properly navigate the fine lines with their colleagues. Furthermore, clear communication of the tasks and goals serves as great motivation and to give a purpose for everyone. When they do, creativity helps find new ways to improve corporate performance. Operations managers have to be familiar with the most common technologies used in their industries, and have an even deeper understanding of the specific operation technology at their organizations. Below you will find two major approaches that are important to understand the driving forces behind the decisions about planning, designing and organizing processes. They are both embracing the idea of focusing on the delivery: The ten principles of OM by Randall Schaeffer Randall Schaeffer is an experienced manufacturing and operations management professional, an industrial philosopher, and regular speaker at conferences organized by APICS , the leading US association of supply chain and operations management. He presented his list of 10 principles of operations management at an APICS conference in , saying the violation of these principles had caused the struggle US manufacturing companies were experiencing. Operations management should focus on the problem, instead of the techniques, because no tool in itself would present a universal solution. Processes in manufacturing are interconnected. All elements have to be predictable and consistent, in order to achieve a similar outcome in profits. The Pareto rule is also applicable to operations: Managers are expected to set the rules and the metrics, and define responsibilities of their subordinates, as well as regularly check if the goals

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

are met. Only this way would the workers put in the necessary efforts. Variance of processes has to be encouraged, because if managed well, they can be sources of creativity. Unless the causes are attacked, the same problems will appear again. The passion of employees can be a major driver of company growth, and it can be instilled by the managers if not coming naturally. What is considered success will change over time, but always consider the interest of the customer. In order to keep them, all the other principles have to be revised occasionally. There will always be new theories and solutions, so you should not stick to one or the other, but embrace the change, and manage for stability in the long term. The 16 principles of operations management by Dr. Team up with customers. Know what they buy and use, and organize product families accordingly. Aim for non-stop improvement to always deliver the best quality, aim for a quicker response to customer demand, and always offer maximum flexibility. Thus, it gives more value, in a more flexible way. Involve frontline employees in strategic discussions to make sure they understand the purpose of their work and have their say in what to change. Know their customers, their best practices, and their competitive edges. Set priorities in organizing resources in a way the operations are close to the customer rate of use or demand. Offer cross-training options, job rotation, and improvements in work safety and health. Also offer more rewards and recognitions. Always think of improvement of current assets first, instead of a new purchase. Keep the equipment as simple and flexible as possible, at a reasonable cost. Improve the equipment and keep frontline workers accountable. Shorten product path to customer by making processes and delivery faster. Be prepared to support different processes and get all information and tools ready for on-demand production. Improve the workflow and cut the waste by producing on demand. Use only the best materials, processes, and partners. Focus on controlling the root causes that really affect cost and performance. Promote corporate achievements, let the market know about your improvements in competence or productivity. All activities involve considering assets, costs, and human resources, and are preceded by a thorough analysis of processes. Design Before planning processes or designing products, operations management should be busy analyzing the market to test the demands. If it delivers promising results, e. In most cases, planning involves designing a new product, from the initial concept to the actual launch, with several testing phases involved. During planning, you will have to consider both technical and business requirements. Sometimes the processes need to be updated: If your product is a service, process design aims for a variety of requirements and customer contact levels. Plans should always support the business objectives: Therefore, it is important to set proper measures in the planning phase, to know if the actual performance meets them, or there is need for adjustments. Capacity is one of these measures, as is product quality, or delivery times. The initial figures are usually estimates based on the market analysis conducted beforehand. One thing operation managers should be good at is critical path analysis. Learn more about that in the following video. This is a solid starting base for maximizing the efficiency of your operations. Still, you will need constant and competent management to correct the accidental mistakes in planning, to adjust production to changing costs or regulations, and keep them efficient on many levels. The operations manager selects and schedules the processes for an optimal result and does the same with materials for an ideal quality and capacity. Organizing the maintenance of the equipment is also part of the quality management activities. Furthermore, the inventory and the whole supply chain has to be managed in order to produce more efficiently. As in all management functions, the management of human resources is an essential activity. In operations management, the planning of actual employment levels can have a great impact on whether an organization can operate effectively. Improve There is always room to improve when it comes to the processes used, the quality and capacity achieved, or as far as the level of inventory and human resources are concerned. But remember, changes made according to these plans are only as good as the improvement they bring in business terms. A better way to forecast demand gets you closer to an improvement of processes, as savings on costs and delivery times occur. The quality of a product will be higher if you have Total Quality Control established and assess the operational risks correctly. Inventory control accounts for a better use of supplies. With Just-In-Time manufacturing, the capacity issues can be solved. Collaboration is a common go-to strategy that you can use to improve the effectiveness of your

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

human resources. As a general advice, you can always consider adding some technology in the mix. The best way to do that is to develop a technology plan: Some of the trends that have a significant impact on the discipline today are: With Business Process Reengineering , you can foster innovation and improve any selected measures dramatically. If you want to do it well, focus on how you can add more value to the customer. Lean and agile manufacturing Established by the Toyota Corporation, the term lean manufacturing has become a mainstream trend in the industry, and it is used interchangeable with Just-In-Time production. The concept behind is a constant improvement of processes in order to reduce waste and inventory, and maximize the output of high-quality, low-cost products and services. The reason it came to life was the growing complexity of processes, and it is characterized by product development done in small increments and super-fast decision-making. These together ensure the necessary flexibility and interactivity, proven remedies for unpredictable changes in market demand.

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

Chapter 2 : Krajewski, Malhotra & Ritzman, Operations Management: Processes and Supply Chains | Pearson

Cases listed in the Cases/Readings column below Goldratt, Eliyah M., and Jeff Cox. *The Goal: A Process of Ongoing Improvement*. 2nd revised ed. North River Press,

Description For the core course in Operations Management. A briefer version is also available called Principles of Operations Management, 7e. Features For the core course in Operations Management. When your students are stuck on homework problems, where do they usually turn in the book for help? Do you work examples into class? Do you find your students struggle with knowing how to approach these problems? Would step-by-step examples to coach students through the process be helpful? The problems are coded on a 1, 2, 3, or 4-dot difficulty level. The chapters contain examples, which are reinforced by 66 end-of-chapter Solved Problems. Further, the student CD and text web site each contain over a hundred additional Practice Problems. XX How do you prepare students for your exams? Do you recommend practice problems? Do you assign homework? What types of problems are important? Would you be interested in problems that progress in level of difficulty? Challenging Problems Expand the Range of Homework o This edition takes a 1, 2, 3-dot level of difficulty for each problem up a notch by increasing to a 1, 2, 3, 4-dot system with additional challenging 4-dot problems in each chapter. XX Do you grade homework? With dozens of options for randomizing the sequence, timing, feedback, and scoring, PH Grade Assist makes giving and grading homework and exams an easy task. With job opportunities moving from manufacturing to a more service driven economy, would you be interested in a book that has a better service integration? Throughout the text, the authors feature an extensive amount of service applications and firms to give students an in-depth look at operations in the real world. All of these videos and cases appear in this edition as well as: XX New To This Edition With job opportunities moving from manufacturing to a more service driven economy, would you be interested in a book that has a better service integration? XX When your students are stuck on homework problems, where do they usually turn in the book for help? The 9th edition introduces a new way to teach operations management problem solving by taking a pedagogical approach that walks the reader through each example. In each sample problem, the authors: XX How do students study for tests? Do you typically create or provide them with a detailed study guide or practice test questions? Self Tests “ At the end of each chapter the authors have added self-tests to help students review the material they have just learned; Pg.

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

Chapter 3 : Popular Operations Management Books

Operations Management. For detailed title information, select the book(s) below that interest you. To request an evaluation copy, simply click the "Evaluation Copy" button.

Customers joined the protest by doing their grocery shopping elsewhere, essentially bringing business to a halt. But why, many wondered, was having Arthur T. What exactly were they trying to protect? And why were their concerns so widely and deeply shared that they would risk banding together in protest without any legal protections for their actions? Christina Ingersoll, Richard M. Locke and Cate Reavis The explosion and sinking of the Deepwater Horizon oil rig on April 20, , resulted from a series of events and decisions involving employees of BP and its contractors. While there does not appear to be one clear culprit or reason that led to the disaster, the case explores issues of organization, information, and decision-making, as well as the ability or inability of individuals to voice their values as contributing factors. As Teran saw it, Q, which differentiated itself from the competition by leveraging people and technology, could grow by acquiring customers in its existing markets of New York, Chicago, and San Francisco; expanding into new markets; or, diversifying the range of services it offered in the office management space. Set in June , this case study describes the conditions of this busy outpatient clinic prior to a process improvement effort by a collaborative team of MIT Sloan students and faculty and MGH clinicians and administrative staff. It also examines the complete PATA experience from both the patient and provider perspective. The importance of improving PATA is emphasized through a description of how this relatively small clinic has a very large downstream effect on the MGH operating rooms and the entire perioperative care system. This case examines the organizational structure and operational decisions that allowed Nissan Motor Company to recover from the disaster more rapidly than its peers. In doing so, Nissan was able to increase production and capture market share from its slower-to-recover competitors. Quest was the leading provider of diagnostic services and solutions in the United States. Camacho was hired to turn around an organization that had gone through a complex consolidation process the year before, in which its 20 customer service call centers had been pared down to two. Labor costs were high as was absenteeism and turnover. There was a lot to fix, and Camacho wondered whether to focus first on people or operations? Ezra Zuckerman and Cate Reavis In Rich Piltch, founder and CEO of ARS, a full-service restoration and reconstruction company based in New England, and the owners of three other restoration and reconstruction companies founded Restoration Affiliates RA , a network of independent, full-service disaster restoration companies. With 21 members by the fall of , RA represented the attempt of smaller regional restoration and reconstruction companies to compete against the big national players by providing a national service solution for their customers. ChassisCo had made a number of operational improvements since production started 14 months earlier, but problems continued to surface.

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

Chapter 4 : Pearson - Operations Management, 9/E - Jay Heizer & Barry Render

*Cases in Operations Management: Instructor's Manual [Robert Johnston, Stuart Chambers, Christine Harland, Alan Harrison, Nigel Slack] on www.nxgvision.com *FREE* shipping on qualifying offers.*

Understanding Production and Operations Management
Introduction
The very essence of any business is to cater needs of customer by providing services and goods, and in process create value for customers and solve their problems. Production and operations management talks about applying business organization and management concepts in creation of goods and services. Production is a scientific process which involves transformation of raw material input into desired product or service output by adding economic value. Production can broadly categorize into following based on technique: It involves desired output is achieved through separation or extraction from raw materials. A classic example of separation or extraction is Oil into various fuel products. Production by modification or improvement: It involves change in chemical and mechanical parameters of the raw material without altering physical attributes of the raw material. Annealing process heating at high temperatures and then cooling, is example of production by modification or improvement. Car production and computer are example of production by assembly. Importance of Production Function and Production Management
Successful organizations have well defined and efficient line function and support function. Production comes under the category of line function which directly affects customer experience and there by future of organization itself. Aim of production function is to add value to product or service which will create a strong and long lasting customer relationship or association. And this can be achieved by healthy and productive association between Marketing and Production people. Marketing function people are frontline representative of the company and provide insights to real product needs of customers. An effective planning and control on production parameters to achieve or create value for customers is called production management. Operations Management
As to deliver value for customers in products and services, it is essential for the company to do the following: Operations management captures above identified 3 points. Production management deals with manufacturing of products like computer, car, etc while operations management cover both products and services. There is no participation of customer during production whereas for services a constant contact with customer is required. Production management and operations management both are very essential in meeting objective of an organization.

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

Chapter 5 : Operations Management Case Studies | LearningEdge at MIT Sloan

Topics covered include production control, risk pooling, quality management, process design, and revenue management. Also included are case studies, guest lectures, and simulation games which demonstrate central concepts.

Concepts and Case Notes We use each teaching cases http: These cases recount real life business and management situations that present executives with a dilemma or uncertain outcome. The cases describe a scenario in the context of the events, people and factors that influence it and this enables students to identify closely with both the context and the specific theory application. Each of the cases listed has been used by us; where available the reference for the teaching note has been provided. The case will help students to: From Idea to Launch Each Reference: Yang Wah Kiang had innovative ideas for spectacle frames and created two unique new product designs. The new frames were branded as Urband and Link. The case examines a myriad of product development, manufacturing and launch issues. It does this from two perspectives: Thus, the issues are both creative and practical. It is centred on the toll payment system, an innovative system, developed internally, and a world-level pioneer. The new project manager restructured DIT, the Directorship for Innovation and Technology, establishing its mission, drawing up its objectives, and defining an ambitious vision for Brisa: Then the case shows how this reorganisation was carried out, describing the several phases of the Migrar project, a complex operation to change the collection platform for the tolls, integrating both manual options and the Green Lane. Finally, it shows how the new direction is organised and the results of the technological developments undertaken. The case not only provides details about how this proven supply chain strategy has been implemented, but also sheds insight on the potential challenges and traditional values that arise during implementation. The focus of the case is placed on the experiences of implementing the VMI approach at the subsidiaries located in Nanjing, the capital city of Jiangsu Province. This was due to two major reasons: Managing spare parts in the aviation industry, thus, has always been a challenge for all airline operators, and Cathay Pacific is no exception. Spare parts operations at Cathay Pacific covered procurement, inventory management, repair management and logistics management. Cathay Pacific handles all procurement and inventory management in-house whilst third party logistics service providers are employed for repair and logistics management. In this case, the student is asked to examine various alternatives to optimise the supply chain management and instigate process improvement of aviation spare parts operations at Cathay Pacific. In order to meet the changing demands of the customers, Benetton revamped its supply chain, and opted for a dual supply chain system. In this system, production was carried out in Asian and European countries, depending on the time required to market the product. The dual supply chain focused both on pull- as well as push-based demand. After implementing the new supply chain system, Benetton was able to launch five collections in each season, with some of the collections incorporating the latest trends. This case is designed to enable students to: Rather than defining a program as a collection of interdependent projects with a common goal under integrated management, a program was defined as a new product introduction activity and a project was any other activity. This emphasized a clear distinction between the tactical role of project management and the strategic alignment role of program management. The guidelines for managing programs and projects are not the same, and neither are the roles of program and project managers. Innovation and Design Strategy Each Reference: This is a management strategy case that explores product design, innovation strategies and strategic planning in a changing competitive landscape. The case also discusses such issues as: Nike Football Team Sports: Agility as an Engine for Growth Each Reference: Nike had to face the challenge of how to serve the growing FTS business with a supply chain that traditionally relied on demand generation via marketing. FTS customers typically needed their uniform before season started. Retailers typically had very limited space and thus could not store the more than 1, SKU of the product catalogue. Other key differences between FTS and other apparel categories were the frequency of purchasing once per year vs all year around , the

DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN PRODUCTION/OPERATIONS MANAGEMENT

seasonality in the summer vs all seasons and elasticity of price fairly inelastic vs more elastic. To develop an operations strategy for the FTS business, a team of Nike managers had analyzed the value chain and uncovered some issues that needed to be addressed - eg, a six months lead time or the forecasting method used for FTS sales. Pioneering Healthy Quick Service Food: The Case of Yo! Sushi, a small but expanding chain of restaurants that serve Japanese-style food using a conveyor belt restaurant design. The case covers the history of the business, how it has developed its site choice policy, how customers are served through the process, and the importance of service quality in generating repeated customer returns. The case study nicely highlights the importance of the key tenets of a good operations strategy: Like other toymakers, Mattel has been relocating its production abroad and outsourcing the manufacture of parts and components. In the s, it reversed its earlier strategy of outsourcing to factories in Asia by owning and operating some plants in Asia for producing its most popular products. The product recalls show that quality control continues to be an issue. Improving Quality of Services Ecch Reference: AXA is a France based insurance and wealth management company. Over a span of two decades, AXA went in for several mergers and acquisitions and gained a global presence. The AXA Way was a continuous improvement programme that focused on improving the existing processes and making them more customer-oriented. The case also describes the benefits reaped by AXA after implementing the programme including cost reduction and customer retention. After analysing this case, students should essentially develop a general understanding of the following: David Monaco, asset and construction director of Carrefour China, had little experience with green building, and was struggling with how to translate that announcement into specifications for store design and operations. Monaco has to evaluate the situation carefully both from ecological and economic perspectives. In addition, he must take the regulatory and infrastructure situation in China into account, where no official green building standard exists and only few suppliers of energy saving equipment operate. He had already collected energy and cost data from several suppliers, and wondered how this could be used to decide among environmental technology options. Given that at least additional company stores were scheduled for opening or renovation during the next three years in China, the project would have long term implications for Carrefour. When Supply is of Public Interest: Roche and Tamiflu Ecch Reference: The Roche group is a 40 billion CHF company consisting of a pharmaceutical division and a diagnostic division.. The case focuses on the challenges of Roche maintaining a supply network for a global pandemic response initiative. Managing supply is particularly challenging for three reasons. First, demand for stockpile quantities is spiky and uncertain, and governments placing orders expect lead times to be short. Second, lead times for increasing capacity are long, as are lead times for drug production and encapsulation.

Chapter 6 : Production and Operations Management - Meaning and Important Concepts

Russell's primary research and teaching interests are in the areas of operations and supply chain management, with special emphasis on humanitarian and healthcare operations. She has been published in Journal of Operations Management, Decision Sciences, IIE Transactions, International Journal of Production Research, IEEE Transactions, Annals of Operations Research, Computers and Operations Research, and others.

Chapter 7 : Wiley: Operations Management

This is the ideal text for students taking any practically-oriented MBA, Executive MBA, or executive course in Operations and Process Management Courses Advanced Production and Operations Management (Decision Science).

Chapter 8 : Introduction to Operations Management | Sloan School of Management | MIT OpenCourseWare

Production and operations management manufacturing and services, Richard B. Chase, Nicholas J. Aquilano, F. Robert

**DOWNLOAD PDF INSTRUCTORS GUIDE, CASES IN
PRODUCTION/OPERATIONS MANAGEMENT**

*Jacobs, , Business & Economics, pages.. Operations Management, Flex Version and Student CD and Lecture Guide,
Jay H Heizer, Barry.*