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Operations Management 10e William J Stevenson Solution Manual 10th Edition. Textbook authors: William J. Stevenson, William Stevenson. total problems in solution Chegg s Operations Management solutions manual.

Most of your students are aware that U. Many of them have grown up using products produced by foreign firms on an everyday basis and they have developed a great deal of respect for the quality of their products. I think students will relate to the fact that companies must be productive to be competitive and that to be competitive they must have some well thought out approach, plan, or strategy on how to achieve this position. In other words, students will be able to understand why it is important to learn what productivity really is, how we measure it, what factors affect it, and how firms can improve their productivity. Finally, the students will focus on operations strategy with special attention being given to some of the newer strategies based on quality, time, and lean production systems. Why Productivity Matters 1. Higher productivity relative to competitors is very important for a nation because it provides the nation with a competitive advantage in the marketplace. Productivity increases add value to the economy while controlling inflation. In addition, higher productivity provides the basis for a sustainable long-term growth in the economy. Relative higher productivity also makes it more difficult for foreign companies to compete. In general, service jobs have lower productivity than their manufacturing counterparts do because service productivity is very difficult to measure and, consequently, difficult to improve. In many cases, service jobs include intellectual activities and a high degree of variability, which makes productivity improvements difficult to achieve. Manufacturing jobs, on the other hand, lend themselves to productivity improvements mainly because they are able to utilize computer-based technology such as robotics to increase worker productivity. Relative higher productivity also makes it more difficult for foreign companies to enter a new market because it is difficult for them to compete against companies that have relatively higher productivity. Dutch Tomato Growers Productivity Advantage 1. The factors that enable Dutch tomato growers to achieve much higher productivity than Italian and Greek growers include the following: Computerized, climate controlled greenhouses and soil spun from basalt and chalk that allow for precise control of humidity and nutrition and enable growers to produce their crops year round. Answers to Discussion and Review Questions 1. They would be helpful in the sense that they would give U. The higher profits possible from reduced competition or higher prices on foreign cars could be used for research and development costs. Possible pitfalls include higher prices and less choice, which U. From the Japanese standpoint, they would be penalized for doing what many would see as a good job. Business organizations compete with one another in a variety of ways. Key among these ways are price, quality, product differentiation, flexibility, and delivery time. Characteristics such as price, quality, delivery speed, delivery reliability all can be order qualifiers or order winners. It is important to determine the set of order qualifier and order winner characteristics so that companies can emphasize or de-emphasize a given characteristic based on its classification of importance. Marketing must play a major role in determining order qualifiers and order winners. In classifying order winners and order qualifiers, marketing and operations must work together to match the market needs with the operational capability of the firm. One store that many of us shop at is Wal-Mart. In the last decade, Wal-Mart has been growing steadily and gaining market share. There are numerous reasons why Wal-Mart has been successful in a very competitive market. In other words, successful supply chain management provides Wal-Mart with another competitive advantage. One of the hotel chains that has been successful is Super 8. The company is able to compete successfully because it is able to offer a safe, clean overnight stay at very reasonable prices in small markets. The specific tactics followed by the company are consistent with the basic niche that the company has carved out for itself. The balanced scorecard is a top-down management system that helps managers focus attention on strategic issues related to finance, internal processes, customers, and learning and growth. Strategy is the basic approach used by an organization to achieve its goal. Tactics are the methods and actions that are taken to accomplish strategies

and carry out operations. Organization strategy provides the overall direction for the organization and is broad in scope, e. Operations strategy is narrower in scope, dealing primarily with the operations aspect of the organization. Operations strategy must be consistent with organization strategy and deals with products, processes, methods, operating resources, quality, costs, lead times, and scheduling. Time-based strategies are approaches that focus on reducing the time needed to conduct the various activities in a process. The rationale is that by reducing time, costs are generally lower, productivity is higher, quality tends to be higher, product innovations appear on the market earlier, and customer service is improved. Examples of time-based strategies include reductions in any three of the following: Productivity is the ratio of output to input. Productivity measures are used to judge the effective use of resources by countries, companies, and units within companies. High productivity rates relative to competitors can mean competitive advantages for companies. For countries, high productivity rates can reduce the risk of inflation and generate high standards of living for the country as a whole. Efficiency relates to a fixed set of tools or conditions. Productivity is wider in scope. Efficiency can be improved by better use of existing labor and equipment. Productivity can be improved by changing work methods, but also by changing equipment or conditions. The example of cutting grass with a pair of scissors is a good one: An efficiency approach would focus on the best way to use the scissors; a productivity approach would focus on use of a lawn mower. Use of a mower, while more productive than the use of scissors, still may have room for improvement in its efficiency. Factors affecting productivity include the following: Methods, capital, quality, technology, and management. Ways productivity can be improved include the following: Using productivity measures for all operations; eliminating bottlenecks; soliciting ideas from workers; forming work teams; studying other firms; reexamining work methods; establishing reasonable goals for improvement; obtaining support from management; measuring, rewarding, and publicizing improvements; and finally, not confusing productivity with efficiency because productivity is a much broader concept than efficiency is. The Japanese worker is probably working smarter, if not harder, than U. By working smarter, we mean the Japanese are using more productive work methods than American workers are. One way that the Japanese accomplish this is by using time-based strategies that focus on reducing the time needed to accomplish various tasks. Some of the areas in which their organizations benefit from time reduction are planning time, design time, processing time, changeover time, delivery time, and response time for complaints. It appears that Boeing can concentrate on selling its smaller airplanes in larger volumes to smaller airline companies. The advantage of producing smaller airplanes is the fact that Boeing can produce relatively large quantities at a lower cost. The disadvantage of producing smaller airplanes is that most likely, the profit margin is less and larger quantities must be sold to generate the same income as when smaller quantities of larger airplanes are produced. The advantage of producing larger airplanes is that most likely the profit margin is higher and the Airbus Company can afford to produce a smaller quantity of large airplanes to generate the same income as when larger quantities of smaller airplanes are produced by the rival company. Interest rate on savings. Interest rate on checking and CDs. Quick loan application processing. No fees or low fee values free checking, no or low ATM fees. Number of branches and locations to make it more convenient for the customers. Extended hours of service. Lower minimum deposit before charging a service fee. Technology usually works best when processing requirements are uniform. Therefore, reducing the variability provides more opportunities for implementing technology. Examples of companies with time based-strategies include fast-food restaurants, overnight package delivery companies, and universities offering undergraduate degrees in less time than the standard four years. Companies with quality-based strategies include high-end hotels, manufacturers of luxury automobiles, and high-end retailers. Top and senior management should be involved in formulating organizational strategy. However, the opinions of middle and lower management people should be sought in developing organizational strategy. Competitive trade-offs that may arise in a fast-food restaurant include price vs. If we have too few cashiers, customer waiting time will increase and subsequently the service level will decrease. On the other hand, if we have too many cashiers, the server idle time will increase, which in turn will result in unnecessarily high labor costs and lower productivity. Technology can improve

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competitiveness by improved product and service offerings, more efficient processing, a better Web site, more efficient order processing, better communication, easier and more effective coordination of supply chains, automatic billing, and automatic error checking. Computers and the related automation of various company or manufacturing functions and the Internet can assist in improving productivity by reducing processing time for activities. However, since that time, there have been consistent annual gains in productivity, perhaps due, in part, to the IT investments. The automated processing would give a much higher labor productivity ratio than the manual processing would. We could use multifactor productivity as a more meaningful measure. Focusing solely on efficiency may result in overlooking potential major productivity gains that could be achieved by altering inputs rather than simply refining methods to achieve relatively modest gains. Student answers will vary see Chapter 1 for examples. Other examples could include any two of the following: Requiring buyers within a company to purchase materials illegally would violate the Rights Principle due to the unethical nature of the buying process imposed upon the buyers. Refusing to invest in equipment to mitigate hazardous waste from an operations process would violate the Common Good Principle due to the risk of increased pollution in the community.

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Low skill entry-level positions. Because of the factors listed in the answer to question 1, in service industry it is more difficult to control costs and quality resulting in lower productivity. In addition the risk of customer dissatisfaction is greater and employee motivation is lower. An agile manufacturer is able to switch quickly and economically from one product to another with very little disruption. Yes, the business leaders and the government officials should be concerned about declining percentage of manufacturing jobs because of a variety of reasons including the following: Compared to service industry employees, the manufacturing employees are more likely to have a better benefits package. Productivity growth in manufacturing is much higher than productivity growth in the U. Even though manufacturing employment accounts for a smaller portion of the employment for U. Wegmans Food Markets 1. Customers judge the quality of a supermarket based on: Quality of individual products. Exterior and interior physical look of the store. Effectiveness and efficiency of service personnel. Customer satisfaction is the major key to the success of any operation, without it the company cannot survive. Forecasting allows the company to plan the workforce levels, purchase quantities, inventory levels and capacity. Capacity planning allows the company to balance the trade-off between shortages and excess inventories and between waiting lines and idle time. A good location can have a significant impact in attracting customers, thus improving sales. Planning and controlling levels of inventory will assist with avoiding stockouts and avoiding excess inventory levels. Good layout of the store can assist in maximizing customer service and sales by strategically directing customers through the store. An effective layout can also improve the efficiency of the operations. Effective scheduling of company workers and work hours can improve both customer service and efficiency. An effective schedule provides convenient store hours, minimal customer waiting lines and minimal employee idle time. Wegmans uses technology to track inventory and manage its supply chain, which lessens the risk of occurrences of out-of-stock events, and to maintain freshness in its meat and produce departments. Answers to Discussion and Review Questions 1. These processes involve the planning, coordination, and execution of all activities that create goods and services. The three primary functions are operations, finance, and marketing. The operations function consists of all activities that are directly related to producing goods or providing services. Its essence is to add value during the transformation process the difference between the cost of inputs and value and price of outputs. Among the important differences between manufacturing and service operations are: The nature and consumption of output. Labor content of jobs. The Industrial Revolution began in the s in England , and spread to the rest of Europe and to the U. A number of inventions such as the steam engine, the spinning Jenny, and the power loom helped to bring about this change. There were also ample supplies of coal and iron ore to provide the necessary materials for generating the power to operate and build the machines that were much stronger and more durable than the simple wooden ones they replaced. Taylor, who is often referred to as the father of scientific management, spearheaded the scientific management movement. The science of management was based on observation, measurement, analysis, improvement of work methods, and economic incentives. Management should be responsible for planning, carefully selecting and training workers, finding the best way to perform each job, achieving cooperation between management and workers, and separating management activities from work activities. Parts of a product made to such precision that each part would fit any of the identical items bring produced. It meant that individual parts would not have to be custom made because they were standardized. Breaking up a production process into a series of tasks, each performed by a different worker. It enabled workers to learn jobs and become proficient at them more quickly; avoiding the delays of workers shifting from one activity to another. The service sector now accounts for more than 70 percent of jobs in the U. Manufacturing is important in that it supplies a large proportion of exports and many

service jobs are dependent on manufacturing because they support manufacturing. Farm products are an example of non-manufacturing goods because there is no production and the products naturally grow without human intervention. Models provide an abstraction and simplification of reality. Mathematical models are the most abstract and most used in operations management. These models are used to assist in various decision-making scenarios. One of the main reasons for building mathematical models is that the experimentation with the model enables the decision-maker to analyze the model and make inferences about a problem without actually manipulating the real situation or problem. Therefore, the experimentation with the mathematical model rather than the actual problem or situation is less time consuming and less expensive. Degree of customization has important implications throughout a business organization. Generally, higher degrees of customization involve more complexity in terms of production or service, involve different forms of layout arrangement of the workplace, require higher worker skills, and have lower productivity. Initial cost, convenience, parking, taxes, time, repairs, upkeep, etc. Cost, technology, productivity, convenience, software applicability, etc. Initial cost, repairs, warranty, upkeep, monthly payments and interest, dependability, insurance costs, etc. Control of the situation, class participation, perception, image, etc. This would depend on the nature of the product or service being offered as well as the type of customer. Computer literate customers might seek a web site. If customers are strictly local, newspaper advertising might be a reasonable choice, especially if potential customers were not actively seeking out the business. Also, if the business is seasonal, newspaper advertising might be preferred. The main advantage is the flexibility to produce a wide variety of outputs providing many choices for the need of customers. The main disadvantage is its inability to produce at low cost. The main advantage is low cost, efficient production. The main disadvantage is that it does not allow easy changes in volume of output, product or process design. It requires high skilled workers, quality, employee involvement, teamwork and flatter organizational structure with fewer levels of management. It combines the advantages of both mass production high volume, low cost and craft production variety, flexibility. Workers may not like to work in a lean production environment because there are fewer opportunities for employee advancement, more worker stress due to higher levels of responsibility and greater variability and expansion of job requirements. Matching supply and demand is an important objective for every business organization. Undersupply can result in dissatisfied customers, potential loss of business, and opportunity costs. Oversupply can potentially result in additional cost to store the excess, the need to sell the excess for a reduced cost, or the cost to dispose of the excess. Managing a supply chain is important for several reasons, including matching supply and demand, reducing transportation costs, achieving a competitive advantage, managing inventories, and achieving supply chain visibility. There are four basic sources of variation: The variety of goods or services being offered: The greater the variety of goods and services, the greater the variation in production or service requirements. Structural variation in demand, such as trends and seasonal variations. These are generally predictable. They are particularly important for capacity planning. This natural variability is present to some extent in all processes, and it also present in demand for services and products, and cannot generally be influenced by managers. Assignable causes of variation: Variation caused by defective inputs, incorrect work methods, out of adjustment equipment, and so on. This type of variation can be reduced or eliminated by analysis and corrective action. Variations can be disruptive to operations and supply chain processes, interfering with optimal functioning. Variations result in additional cost, delays and shortages, poor quality, and inefficient work systems. The reasons for doing unethical things vary from person to person and from one situation to another. Some of the possible reasons are listed below: The decision-maker cannot recognize his or her action as unethical because of a lack of morals or understanding or lack of sensitivity towards a given issue. Even though the decision-maker recognizes his or her behavior or action as unethical, he or she justifies it based on self-rationalization that involves justice theory. For example, the decision-maker may think that the consequences of his or her decision is not going to hurt other people or organizations in the short run but the potential long term effects may be devastating. The decision-maker knows that his or her action is unquestionably unethical. However, the type of ethical behavior

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required is not in the personal portfolio of the decision-maker and ethics in general is not important to him or her. The decision-maker does not think he or she will be caught. The self-interest of the decision-maker outweighs the ethical considerations. Value added is defined as the difference between the cost of inputs before the transformation process and the value or the price of output after the transformation process. In a manufacturing process as the inputs are transformed to outputs, value is added to products in a number of different ways. The value adding can take many different forms. For example, value can be added by changing the product structurally physical change or transporting a product a product may have more value if it is located somewhere other than where it currently is. Outsourcing generally results in layoffs and some loss of control. Also, outsourcing to companies in other nations may result in problems due to cultural or language differences, and increased shipping times for products. Sustainability refers to service and production processes that use resources in ways that do not harm ecological systems that support both current and future human existence. Business organizations are increasingly facing sustainability regulations as well as pressures from environmental groups to act responsibly toward the environment.

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