

Operations Management Contemporary Concepts And

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this text presents a number of case studies in operations management of varying length and rigor with several of the cases originating from harvard and darden the student cd rom packaged with the book is an interactive learning tool and brings the material to life

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operations management is an area of management concerned with overseeing designing and controlling the process of production and redesigning business operations in the production of goods or services it involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed and effective in terms of meeting customer requirements it is concerned with managing the process that converts inputs in the forms of raw materials labor and energy into outputs in the form of goods and or services the relationship of operations management to senior management in commercial contexts can be compared to the relationship of line officers to highest level senior officers in military science the highest level officers shape the strategy and revise it over time while the line officers make tactical decisions in support of carrying out the strategy in business as in military affairs the boundaries between levels are not always distinct tactical information dynamically informs strategy and individual people often move between roles over time contents 1 introduction 8 1 1 what is operations management 8 1 2 manufacturing and service operations 8 1 3 the systems view of operations management 9 1 4 the process view of organisations 10 2 operations strategy 11 2 1 what is strategy 11 2 2 levels of strategy 11 2 3 the role of operations in strategy development 11 2 4 operations competitive priorities 12 3 product design and process selection 14 3 1 generating ideas 14 3 2 product screening 14 3 3 preliminary design 16 3 4 final design 16 3 5 methods for improving product design 17 3 6 process selection 17 4 total quality management 20 4 1 the cost of quality 20 4 2 quality systems 22 5 statistical process control 24 5 1 chance causes of variation 24 5 2 assignable

causes of variation 24 5 3 types of control charts 24 6 supply chain management 25 6 1 fluctuations in the supply chain 25 6 2 supply chain procurement 26 6 3 supply chain distribution 28 7 jit and lean systems 30 7 1 eliminate waste 30 7 2 continuous improvement 30 7 3 jit pull systems 31 8 capacity planning 33 8 1 identifying capacity requirements 33 8 2 evaluating capacity plans 34 facility location and layout 36 9 1 facility location 36 9 2 location factors 37 9 3 layout design 37 9 4 designing product layouts line balancing 40 10 work systems design 42 10 1 job enlargement 42 10 2 job enrichment 43 10 3 implementation of work design approaches 43 10 4 methods analysis 44 10 5 motion study 45 10 6 work measurement 46 10 7 learning curves 49 11 project management 51 11 1 project management activities 51 11 2 network analysis 52 12 inventory management 57 12 1 dependent demand 57 12 2 independent demand 57 executive education types of inventory 57 12 4 inventory decisions 58 12 5 the economic order quantity eoq model 58 12 6 the re order point rop model 59 12 7 the abc inventory classification system 61 bibliography 62

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