

# Operations Management Contemporary Concepts And

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operations management contemporary concepts and cases is an ideal book for the instructor seeking a short text with cases this book employs a cross functional perspective appealing to non majors and practical for use inan mba level course in operations management the size and price of the bookalso make the text attractive for the cross functional curriculum where students are required to purchase more than one text the cases offer variety in length and rigor and several are from harvard and darden this mix makes the book appropriate for both undergraduates and mba students

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

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

this volume contains the results of the international conference on man aging enterprises ofthe new economy by modem concepts ofthe theory ofthe firm which took place in hagen from 12 14 december 2002 the conference was organised jointly by the fernuniversität in hagen and the erich gutenbergs arbeitgemeinschaft in cologne the deutsche for schungsgemeinschaft the fernuniversität and the märkische bank in hagen provided generous financial support for the conference and in fact enabled its implementation and the publication of this record of the proceedings we would like to express our gratitude to the sponsors for their support the aim of the conference was the exchange of academic experience with regard to new approaches to and extensions of the theory of the firm that can be used to solve the problems of new economy companies the starting point was the practical experience that the owners and managers of new economy companies paid too little attention to functional company controls in the general euphoria regarding future economic trends and that because of this the enterprises got into difficulties or were faced with threats to their survival these control deficits were detected equally in the areas of sales production personnel planning organisation and finance and in the arrangement of management and control structures deficiencies in company evaluations and accounting led to investors experiencing se vere disappointment on the loss of their invested capital

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akpeninor james ohwofasa is an accomplished multi disciplinary author who has authored several books and articles across the the fields of political science criminology security studies environmental science and theology i have been associated with the security operations at various levels of jurisdictions from the national security policing covert operations to the industrial commercial security setup to corporations proprietary security practice and supervision over the past three and a half decades in this stretch i have become conscious of the vital necessity for comprehensive documentation of security and safety archetypes for the study of this unique profession in which reference materials for developing core and universal curricula for training or

self improvement of security operatives are hard to come by most often law enforcement agents or persons charged with security managements security directors fire safety directors the police and even contract security firms have hardly come to terms with the herculean professional demands of this specialized professional calling which has conspicuously assumed the centre stage of global awareness of the present day it is with these concerns that this book is designed to be a working companion to personnel and agencies in the security professional trade the armed forces personnel together with other national security agents dss dia nia ndlea etc the para military police icpc efcc customs excise immigrations departments frsc ncdc and a host of others emphatically modern security outlook incorporates the human security schools of thought which is all about the practice of international security that is a shift from the traditional conception of national security a state centred approach to focus on the individual which is yet to be cultivated in the african continent resulting in enduring problems of disease poverty security adversities violence human rights abuses and civil strives this professional security guidebook is hence meant to offer sound basic knowledge for security practitioners contract security firms as well as for individual reading to boost security consciousness of the entire public

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in today s rapid fire global economy insightful business policy and on target strategy are essential for a corporation s survival business globalization deregulation mergers acquisitions strategic alliances and international joint ventures along with the new emphasis placed on shareholders contribute to feelings of uncertainty throughout the marketplace add to that the constantly changing e commerce environment and staying current with plans and procedures becomes even more crucial by analyzing corporate functions such as marketing production operations and finance business policy and strategy the art of competition seventh edition teaches students how to successfully formulate implement and evaluate corporate strategy the textbook reviews basic and alternative strategy policies and provides students with an understanding of strategic management how to deal with environmental change and formulate strategic alternatives expertly blending theory with practicality the authors provide the tools necessary to navigate through the current highly competitive business environment

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