

OPERATIONS Management



INTRODUCTION

goods Tangible physical items produced by firms (e.g., automobiles, mobile phones, furniture). The combination of goods and services produced for a firm (e.g., for a restaurant dinner), it includes both the tangible item and the intangible experience.

operations management The management of activities and processes that create and deliver goods and services, efficiently and effectively, for customers (product and process management is specifically used for the manufacturing of products).

planning and control The role of operations, that is, to plan the work (planning) and then make the plan work (control).

process A sequence of activities that transform inputs into outputs (the goods and services).

processes Interrelated sets of sequences produced by firms (e.g., worth creating, supply chains). The sequences of activities and firms that together produce goods and services and deliver them to the end user or customer (e.g., creating customer experiences, and work, making the road, performing installations, creating cars, publishing, and advertising, entertainment).

transformation Converting inputs (e.g., raw materials) into outputs (e.g., components).

value added The difference between the cost of the inputs and the price of the outputs, the value that is added to goods and services through a transformation.

GOALS & SERVICES: OPERATIONS

- Goals are insights for services are strategies.

OPERATIONS STRATEGY

MISSION, STRATEGY & TACTICS

- The mission for the existence of an organization is to be mission directed in its goals
- Head policy and plan to achieve the goals are strategies
 - They have an overall competitive strategy, as well as specific internal strategies to achieve the goals of various functional areas in business (e.g., these major functions in any business are operations, marketing, and finance).
- Operations strategy should be aligned with the overall organizational strategy
- Operations strategy involves developing policies and plans to set the organization's resources to implement the overall organizational strategy
- Examples of operations strategies include low cost operations, high quality, flexible operations, consistent service, product innovation, and new delivery.

COMPETITIVENESS

• New technologies are the special abilities of an organization that give it an advantage against its competitors (i.e., give it a competitive advantage). Competitive advantages are often competitive differentiation through some competitive in the area of operations.

• Price leaders have goods or services (PRODUCTS) that cost less than the market price (i.e., what the market pays, but less in what it costs the producer to make or deliver the good or service).

• Quality leaders make products or services that are better in quality than others.

• Flexibility leaders produce products quickly or deliver them in smaller quantities.

• Standardization. Products, components, products, parts, software, and training of parts, settings, or that uniformly when changing volume and type of demand.

• Service leaders provide services quickly and consistently across many locations (e.g., fast food).

• Differentiation. New operations that are specially customized with any function of the organization respecting the specific needs.

• Brand leaders. Organizations or brands of products (goods and services) that consumers consider as the ultimate quality brand and are willing to pay more.

• Customization. Organizations or brands of products (goods and services) that consumers consider not as the ultimate quality brand but as the best quality for them.

• Quality leaders. Organizations or brands of products (goods and services) that consumers consider as the best quality brand and are willing to pay more.

• Price leaders. Organizations or brands of products (goods and services) that consumers consider as the best quality brand and are willing to pay less.

• Low cost leaders. Organizations or brands of products (goods and services) that consumers consider as the best quality brand and are willing to pay less.

• Goods are consumed when services are experienced.

• Operations are usually not directly involved in producing or manufacturing products (e.g., restaurants, different than usually manufacturing or creating services (high value services)).

• Services are produced and presented at the same time, whereas goods are manufactured and stored at a later point in time.

• Goods can be inventoried (stocks), whereas most services cannot be inventoried.

• Services are generally produced closer to the customer (where they are consumed), whereas goods are produced further away from the customer.

• Services are usually more labor intensive, whereas goods production has relatively less labor content.

• Productivity is easier to measure in manufacturing than it is in services.

• Improving service quality is more challenging than improving quality in manufacturing.

PKD: Manufacturing Services

Manufacturing (Mfg), service (S), consumer electronics (CE), computer (CE), pharmaceuticals (P).

PKD: Service Industries

Marketing (Mkt), tourism (T), food services (FS), business (B), finance (F), insurance (I), banking (B), health care (HC), logistics (L), transportation (T), distribution (D), technology (T), hospitality (H).

NEW PRODUCT DEVELOPMENT

PLAYERS FOR NEW GOODS & SERVICES

- Organizations. To be competitive and thus to market with a product or in response to competitive (including a new product).
- Customers need to develop a customer need that is driven by demographics or social changes in their environment or customer position.
- Technology. To find a new technology or an existing technology in a new way.
- Suppliers. To reduce the costs of producing products by creating new ones.
- Investors. To reduce the high initial cost of launching a new product, model, and/or environment product.
- Regulation. To comply with new regulations, nationally or globally.

THEORY: NEW PRODUCT DEVELOPMENT (NPD)

1. **Identification** (Coming up with every necessary consumer need for a business opportunity).
2. **Feasibility** (Determining whether the idea is commercially and technically possible to convert or develop it into the solution of the idea).
3. **Design** (Defining specifications of the product in detail (product specifications) and how to make it (process specifications)).
4. **Prototyping** (Building a sample of the product to see if it works as expected).
5. **Marketing** (Designing the design from business (market) in the prototyping stage).
6. **First Testing** (Testing the product as finished, before consumers testing the product as not by consumers and consumers to market).
7. **Product Launch** (Starting the production (the large-volume production) and launching the product and not an experimental sales area).
8. **Postmarket** (Monitoring the product's performance and consumer acceptance in order to increase production capacity, as well as change of the next version of the product).

PROJECT MANAGEMENT

Projects are unique undertakings that have to be completed by a certain date, for a certain amount of money within an expected level of performance. A project manager's duty is to fulfill these three main competing goals:

- **Scope goals**: What is the project trying to accomplish?
- **Time goals**: How long should it take to accomplish?
- **Cost goals**: What should it cost?

Project managers are responsible for the planning, scheduling, and controlling of the project to fulfill these goals.

activities The specific tasks that needs to be done in any project. It is a tasks, a project consists of a variety of activities or tasks (activity flow in the form of tasks to get the activity or task done, this is usually indicated in project plans).

planning (Planning of completing activity flows, this is usually done by using additional resources (e.g., the project makes them scheduled on an calendar when the project is started (calendar based tasks), before the "start task", available, are defined "predecessor" tasks).

• **Lead activity** (that are available first, the type of tasks involved can be specified).

• **Follow activity** (the activity on the critical path, since only this path projects project duration).

• **Lead time** (the activity that is the most time due, any that needs the least resources to complete for a unit time, e.g., does not take four days).

• **Project duration** (until the required project duration is achieved, the project cannot be started any more, or it's more important to reach the project deadline for the benefits of creating and resources under focus).

Operation Specialist 3 Study Guide

Patrick R. Delaney,O. Ray Whittington

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States. Naval Education and Training Command,1986
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Experiences in the Armed Services ,1984 *The 1980 Guide to the Evaluation of Educational Experiences in the Armed Services: Coast Guard, Marine Corps, Navy, Dept. of Defense* American Council on Education,1980 **Wiley CPA**

Examination Review, Outlines and Study Guides Patrick R. Delaney,O. Ray Whittington,2010-06-08 All the information you need to master the computerized CPA Exam Published annually this comprehensive two volume paperback reviews all four parts of the CPA exam Many of the questions are taken directly from previous CPA exams Volume I contains all study guides and outlines Volume II contains all problem solutions The most effective system available to prepare for the CPA exam Contains all current AICPA content requirements in accounting and reporting Helps you zero in on areas that need work organize your study program and concentrate your efforts With over 600 multiple choice questions and more than 75 simulations these study guides provide all the information candidates need to master in order to pass the computerized Uniform CPA Examination Laboratory Assistants Examination Review Book Alvin M. Ring,1971 **Computerworld**

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