

OPERATIONS Management



INTRODUCTION

goods Tangible objects (e.g. produced by firms) (e.g., manufactured products, services, buildings). The combination of goods and services produced for a firm (e.g., for a restaurant dinner) is called the tangible mix and the intangible experience.

operations management (OM) 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 acts or sequences produced by firms (e.g., worth creating, supply chains). The sequence of activities and firms that together produce goods and services and deliver them to the end user or customer (e.g., creating customer experiences, acts used when making other acts, downstream manufacturers, selling, value addition, and downstream customers).

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

40000-SERVICES OPERATIONS
1. Goods are tangible, but services are intangible.

- Goods are consumed when services are experienced.
- Operations are usually not directly involved in producing or manufacturing products that customers purchase, although they usually contribute to creating service offerings.
- Services are produced and experienced at the same time, whereas goods are manufactured and consumed 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 low 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.

OM: Manufacturing Functions

Manufacturing (OM) - control, change, conversion, delivery, conversion, change, delivery effects.

OM: Service Functions

Marketing (Marketing), sales (Sales Dept), and service (Customer Relationship Management, Customer Experience).

OPERATIONS STRATEGY

MISSION, STRATEGY & TACTICS

- The mission for the existence of an organization is to determine its goals.
- Mission policies and plans 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 (e.g., those under direction in key business areas: 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 value delivery.

COMPETITIVENESS

There competitiveness 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.

- Cost leaders: firms with cost advantages (OM cost and delivery) can set the lowest price in the industry (price, but not in value) to create the greatest value in delivery the greatest value to customers).
- Quality: high quality products or delivery related to quality.
- Delivery: delivery with high quality or delivery related to delivery.
- Product variety: product, component, product, delivery, delivery, and variety of product offerings, or that delivery with changing volume and type of demand.
- Service: products with added service to products.
- Innovation: products with products, goods, and services are more innovative (e.g., new products).
- Sustainability: firms operations that are socially, environmental, and financially aligned to the environment respecting the triple bottom line.

Cost leaders: a perspective competitive dimension

- Order releases: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to purchase.

• Order Review: the perspective of business of products (goods) and services that customers consider not as the ultimate acceptable level and are not willing to buy.

• Order fulfillment: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

• Order delivery: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

• Order tracking: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

• Order cancellation: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

• Order return: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

• Order modification: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

• Order return: the perspective of business of products (goods) and services that customers consider as the ultimate acceptable level and are willing to buy.

NEW PRODUCT DEVELOPMENT

PLAYERS FOR NEW GOODS & SERVICES

- Developers: To be competitive and thus to market with a product or in response to competitive products (new products).
- 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.
- Financials: to reduce the triple bottom line of managing economic, social, and environmental goals.
- Regulation: to comply with new regulations, nationally or globally.

THEORY: NEW PRODUCT DEVELOPMENT STAGES

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 in the initial stages 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 design:** Optimizing the design from business (market) in the prototyping stage.
6. **First testing:** Launching the product on limited, rather anonymous testing the product on real life consumers and comment.
7. **Product launch:** Launching the product (the large-volume product) and launching the product back on an anonymous basis.
8. **Post-launch:** Examining its actual product 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, usually done in the form of tasks to get the activity or task done, that is usually undertaken in project.

planning: Planning of completing activity flows, this is usually done by using additional resources to complete the project earlier than scheduled or less costs per unit when the project is taken under control costs. Some like "lead task", available, or critical path" rule.

• **Lead activity:** that are available (i.e., the type of work involved can be performed).

• **Critical path:** the activity on the critical path, since only this path projects project duration.

• **Critical path:** the activity that is the most cost (i.e., one that needs the least resources to complete for a unit time), used time to meet your goals.

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

Operation Specialist 3 Study Guide

Richard I. Levin,Joel P. Stinson

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