

Chapter 1: Introduction to Operations Management

Overview

This chapter provides the definition of operations management. The role and importance of operations management in an organization are described, along with operations decisions that are made by managers. The transformation process from inputs to outputs is introduced. The differences between manufacturing and services are described. The historical developments and current trends in operations management are discussed, including the impact of information systems. Finally, the interaction between operations management and other business functions are described.

Teaching Tips and Strategies

I begin by giving examples of situations where the students have been affected by operations decisions. Then I define operations management. I explain how operations management is the foundation of the firm, which is supported by the business functions. I point out that this does not make the other functions any less important. However, businesses provide a product or service to customers. Many of the key decisions related to that product or service fall within the operations function. Students really enjoy the 7-minute clip I show from the movie "The Hudsucker Proxy" that demonstrates the different business functions in an organization (The idea for using this video clip came from Brown et al. 1996). This 1994 Warner movie includes the cast of Tim Robbins, Jennifer Jason Leigh, and Paul Newman. The scene I show, which is 63 minutes after the start of the movie, begins with the main character presenting the hula hoop to the board of directors in an effort to convince them to agree to make and sell it. Then the scene moves quickly back and forth between production, marketing, and accounting. The scene ends with a dramatic sales increase where kids literally run to a retailer to buy hula hoops. This can lead into a discussion about the different business functions. Next, I describe the differences and similarities between manufacturing and services and the transformation process. I briefly discuss all the types of operations decisions. Finally, I discuss the current trends in operations management.

In class, I often ask students to name companies that dominate their sector through excellence in operations management. Students have little difficulty identifying companies that dominate their sectors. Often, Wal-Mart, McDonalds, and Dell are mentioned. I then ask them to tell me on what basis are these companies effective in terms of operations. Here students often have more difficulty. Separating operational excellence from other aspects of a well-run company is more difficult. Often, they mention marketing, pricing, or image. To get them back on track, I ask them to tell me what inputs are being transformed into what outputs and how their example excels in this. The examples of Dell transforming components to completed computers, and Wal-Mart's close relationship with Proctor & Gamble help them understand what a transformation process is.

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