

# 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 goods).

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

**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, and even more, making the cars, electronic manufacturing, making food, publishing, and developing software).

**transformation** Converting inputs (e.g., electronic components) into outputs (e.g., computers).

**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

1. Goods are tangible, but services are intangible.

2. Goods are consumed when they are experienced.

3. Operations are usually not directly involved in producing or manufacturing products that customers purchase, although they usually contribute to creating service offerings.

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

5. Goods can be inventoried (stored), whereas most services cannot be inventoried.

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

7. Services are usually more labor intensive, whereas goods production is relatively less labor intensive.

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

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

## PKG. Manufacturing Services

Manufacturing (Mfg.), service (Mfg.), customer (customer offerings), company (company offerings).

## PKG. Service Services

Marketing (Marketing), sales (Sales), food services (Foodservices), education (Education), health care (Healthcare), hospitality (Hospitality).

## OPERATIONS STRATEGY

### MISSION, STRATEGY & TACTICS

- 1. Why exists the existence of an organization is to be mission directed in its goals.
- 2. Need policies and plans to achieve the goals are strategies.
  - 3. There are an overall competitive strategy, as well as specific internal strategies to achieve the goals of various functional areas (e.g., there may be different strategies in marketing, operations, marketing, and finance).
- 4. Operations strategy: determines developing policies and plans to set the organization's resources to implement the overall organizational strategy.
- 5. Examples of operations strategies include the cost, process, high-quality, flexible, responsive, and/or various product innovation and/or sales.

### 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 case of services.

- 1. Price (Offering low price or services (cheaper)). Low price and offer the lowest price to what the customer pays, but not in what it costs to produce to make or deliver the product or service.)
- 2. Quality (Offer high quality products or deliver services with quality).
- 3. Delivery (Offer prompt delivery products or services with delivery speed).
- 4. Productatility (Offer consistent products, quality, delivery times and pricing of products offerings, or that quickly with changing volume and type of demand).
- 5. Services (Offer various added services to products).

Reasons for products and services are more competitive are more open market (e.g., as a manufacturer).

- 6. Sustainability (Offer operations that are socially, environmental, and financially efficient to the environment respecting the triple bottom line).

Costs (minimum) + profit margin = competitive advantage.

- 7. Other resources (Offer resources or features of products (goods) and services that customers consider as the ultimate competitive benefit and are willing to pay extra for).

- 8. Other factors (Offer factors or features of products (goods) and services that customers consider not as the ultimate competitive benefit and are not willing to pay extra).

Other factors are competitive, under which will eventually become other products after sales configuration (new product features). When an organization does not deliver an order (product), it provides null resources under these.

## NEW PRODUCT DEVELOPMENT

### PLAYERS FOR NEW GOODS & SERVICES

- 1. Developers: To be competitive and thus to market with a product or in response to competitive products (new products).
- 2. Customers: Want to receive a product that fit their demographics or social changes in their environment (customer products).
- 3. Technology: To find a new technology or an existing technology in a new way.
- 4. Suppliers: To reduce the costs of producing products by creating new ones.
- 5. Government: To reduce the triple bottom line of managing economic, social, and environmental goals.
- 6. Regulation: To comply with new regulations, nationally or globally.

### PHASES OF NEW PRODUCT DEVELOPMENT (NPD)

1. Identification: Coming up with every necessary information (e.g., a business opportunity).
2. Feasibility: Determining whether the idea is commercially and technically possible to convert it to the initial vision 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. Pilot Testing: Testing the product as limited, rather extensively 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 (not on an experimental basis).
8. Postmarket: Monitoring its product's performance and consumer acceptance in order to improve product 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 follow these three phases (project cycle).

- 1. Start project: When is the project starting to accomplish?
- 2. Plan project: How long should it take to accomplish?
- 3. End project: When should it end?

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, that is usually interconnected in most projects).

**planning** (Planning) of sequencing activity flows, this is usually done by using additional resources (e.g., time, money, labor, equipment, etc.) to determine the project activities that should be performed (e.g., tasks, tasks, the "lead task, available, or critical path" rule).

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

**critical path** (Critical path) the path (the critical path) that only this path projects project duration.

**float** (float) the activity that is the least important, goes that needs the least resources to complete for a unit time (e.g., does not have to wait for days).

**critical path** (Critical path) until the required project duration is achieved, the project cannot be finished any more, and it is more important to reach the project deadline for the benefits of creating null resources under these.

# Operation Specialist 3 Study Guide

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