

Brief contents

Guide to 'operations in practice', examples, short cases and case studies	xi	Part Three	
Making the most of this book and MyOMLab	xiv	PLANNING AND CONTROL	267
Preface	xviii	10 The nature of planning and control	268
To the Instructor	xx	11 Capacity planning and control	297
To the Student	xxi	Supplement to Chapter 11 – Analytical queuing models	333
Ten steps to getting a better grade in operations management	xxii	12 Inventory planning and control	340
About the authors	xxiii	13 Supply chain planning and control	373
Acknowledgements	xxiv	14 Enterprise resource planning (ERP)	406
		Supplement to Chapter 14 – Materials requirements planning (MRP)	422
Part One		15 Lean synchronization	429
INTRODUCTION	1	16 Project planning and control	457
1 Operations management	2	17 Quality management	495
2 Operations performance	32	Supplement to Chapter 17 – Statistical process control (SPC)	520
3 Operations strategy	60	Part Four	
		IMPROVEMENT	539
Part Two		18 Operations improvement	540
DESIGN	85	19 Risk management	571
4 Process design	86	20 Organizing for improvement	601
5 The design of products and services	112	Part Five	
6 Supply network design	138	CORPORATE SOCIAL RESPONSIBILITY	631
Supplement to Chapter 6 – Forecasting	168	21 Operations and corporate social responsibility (CSR)	632
7 Layout and flow	177	Notes on chapters	652
8 Process technology	206	Glossary	658
9 People, jobs and organization	233	Index	670
Supplement to Chapter 9 – Work study	259		

Contents

Guide to 'operations in practice', examples, short cases and case studies	xi	<i>Problems and applications</i>	58
Making the most of this book and MyOMLab	xiv	<i>Selected further reading</i>	59
Preface	xviii	<i>Useful web sites</i>	59
To the Instructor	xx	Chapter 3	
To the Student	xxi	Operations strategy	60
Ten steps to getting a better grade in operations management	xxii	<i>Introduction</i>	60
About the authors	xxiii	What is strategy and what is operations strategy?	62
Acknowledgements	xxiv	The 'top-down' and 'bottom-up' perspectives	65
		The market requirements and operations resources perspectives	68
		The process of operations strategy	75
		<i>Summary answers to key questions</i>	79
		<i>Case study: Long Ridge Gliding Club</i>	80
		<i>Problems and applications</i>	81
		<i>Selected further reading</i>	82
		<i>Useful web sites</i>	82
Part One		Part Two	
INTRODUCTION	1	DESIGN	85
Chapter 1		Chapter 4	
Operations management	2	Process design	86
<i>Introduction</i>	2	<i>Introduction</i>	86
What is operations management?	4	What is process design?	87
Operations management is important in all types of organization	6	What effects should process design have?	88
The input–transformation–output process	11	Process types – the volume–variety effect on process design	91
The process hierarchy	15	Detailed process design	96
Operations processes have different characteristics	19	<i>Summary answers to key questions</i>	108
The activities of operations management	23	<i>Case study: The Central Evaluation Unit</i>	109
<i>Summary answers to key questions</i>	25	<i>Problems and applications</i>	110
<i>Case study: Design house partnerships at Concept Design Services</i>	27	<i>Selected further reading</i>	111
<i>Problems and applications</i>	30	<i>Useful web sites</i>	111
<i>Selected further reading</i>	30	Chapter 5	
<i>Useful web sites</i>	31	The design of products and services	112
Chapter 2		<i>Introduction</i>	112
Operations performance	32	Why is good design so important?	114
<i>Introduction</i>	32	The benefits of interactive design	129
Operations performance is vital for any organization	34	<i>Summary answers to key questions</i>	134
The quality objective	40	<i>Case study: Chatsworth – the adventure playground decision</i>	135
The speed objective	42	<i>Problems and applications</i>	136
The dependability objective	44	<i>Selected further reading</i>	137
The flexibility objective	46	<i>Useful web sites</i>	137
The cost objective	48		
Trade-offs between performance objectives	54		
<i>Summary answers to key questions</i>	56		
<i>Case study: Operations objectives at the Penang Mutiara</i>	57		

Chapter 6		
Supply network design	138	
<i>Introduction</i>	138	
<i>The supply network perspective</i>	140	
<i>Configuring the supply network</i>	142	
<i>The location of capacity</i>	146	
<i>Long-term capacity management</i>	155	
<i>Summary answers to key questions</i>	161	
<i>Case study: Disneyland Resort Paris (abridged)</i>	162	
<i>Problems and applications</i>	166	
<i>Selected further reading</i>	167	
<i>Useful web sites</i>	167	
Supplement to Chapter 6		
Forecasting	168	
<i>Introduction</i>	168	
<i>Forecasting – knowing the options</i>	168	
<i>In essence forecasting is simple</i>	169	
<i>Approaches to forecasting</i>	170	
<i>Selected further reading</i>	176	
Chapter 7		
Layout and flow	177	
<i>Introduction</i>	177	
<i>What is layout?</i>	179	
<i>The basic layout types</i>	180	
<i>What type of layout should an operation choose?</i>	187	
<i>Detailed design of the layout</i>	189	
<i>Summary answers to key questions</i>	202	
<i>Case study: Weldon Hand Tools</i>	203	
<i>Problems and applications</i>	204	
<i>Selected further reading</i>	205	
<i>Useful web sites</i>	205	
Chapter 8		
Process technology	206	
<i>Introduction</i>	206	
<i>What is process technology?</i>	208	
<i>Understanding process technologies</i>	209	
<i>Evaluating process technologies</i>	221	
<i>Implementing process technologies</i>	227	
<i>Summary answers to key questions</i>	229	
<i>Case study: Rochem Ltd</i>	230	
<i>Problems and applications</i>	232	
<i>Selected further reading</i>	232	
<i>Useful web sites</i>	232	
Chapter 9		
People, jobs and organization	233	
<i>Introduction</i>	233	
<i>People in operations</i>	235	
<i>Human resource strategy</i>	236	
<i>Organization design</i>	238	
<i>Job design</i>	241	
<i>Summary answers to key questions</i>	255	
<i>Case study: Service Adhesives tries again</i>	256	
<i>Problems and applications</i>	257	
<i>Selected further reading</i>	258	
<i>Useful web sites</i>	258	
Supplement to Chapter 9		
Work study	259	
<i>Introduction</i>	259	
<i>Method study in job design</i>	259	
<i>Work measurement in job design</i>	262	
Part Three		
PLANNING AND CONTROL	267	
Chapter 10		
The nature of planning and control	268	
<i>Introduction</i>	268	
<i>What is planning and control?</i>	270	
<i>Supply and demand affect planning and control</i>	272	
<i>Planning and control activities</i>	277	
<i>Summary answers to key questions</i>	293	
<i>Case study: Air traffic control – a world-class juggling act</i>	294	
<i>Problems and applications</i>	295	
<i>Selected further reading</i>	296	
<i>Useful web sites</i>	296	
Chapter 11		
Capacity planning and control	297	
<i>Introduction</i>	297	
<i>What is capacity management?</i>	299	
<i>Measuring demand and capacity</i>	301	
<i>The alternative capacity plans</i>	309	
<i>Choosing a capacity planning and control approach</i>	317	
<i>Capacity planning as a queuing problem</i>	322	
<i>Summary answers to key questions</i>	327	
<i>Case study: Holly Farm</i>	328	
<i>Problems and applications</i>	331	
<i>Selected further reading</i>	332	
<i>Useful web sites</i>	332	
Supplement to Chapter 11		
Analytical queuing models	333	
<i>Introduction</i>	333	
<i>Notation</i>	333	
<i>Variability</i>	334	
<i>Incorporating Little's law</i>	335	
<i>Types of queuing system</i>	336	

Chapter 12		
Inventory planning and control	340	
<i>Introduction</i>	340	
<i>What is inventory?</i>	342	
<i>Why is inventory necessary?</i>	342	
<i>Some disadvantages of holding inventory</i>	345	
<i>The volume decision – how much to order</i>	346	
<i>The timing decision – when to place an order</i>	357	
<i>Inventory analysis and control systems</i>	362	
<i>Summary answers to key questions</i>	368	
<i>Case study: Trans-European Plastics</i>	369	
<i>Problems and applications</i>	371	
<i>Selected further reading</i>	371	
<i>Useful web sites</i>	372	
 Chapter 13		
Supply chain planning and control	373	
<i>Introduction</i>	373	
<i>What is supply chain management?</i>	375	
<i>The activities of supply chain management</i>	377	
<i>Types of relationships in supply chains</i>	386	
<i>Supply chain behaviour</i>	391	
<i>Supply chain improvement</i>	394	
<i>Summary answers to key questions</i>	400	
<i>Case study: Supplying fast fashion</i>	401	
<i>Problems and applications</i>	404	
<i>Selected further reading</i>	405	
<i>Useful web sites</i>	405	
 Chapter 14		
Enterprise resource planning (ERP)	406	
<i>Introduction</i>	406	
<i>What is ERP?</i>	408	
<i>How did ERP develop?</i>	408	
<i>Implementation of ERP systems</i>	415	
<i>Summary answers to key questions</i>	417	
<i>Case study: Psycho Sports Ltd</i>	418	
<i>Problems and applications</i>	420	
<i>Selected further reading</i>	421	
<i>Useful web sites</i>	421	
 Supplement to Chapter 14		
Materials requirements planning (MRP)	422	
<i>Introduction</i>	422	
<i>Master production schedule</i>	422	
<i>The bill of materials (BOM)</i>	424	
<i>Inventory records</i>	425	
<i>The MRP netting process</i>	425	
<i>MRP capacity checks</i>	428	
<i>Summary</i>	428	
 Chapter 15		
Lean synchronization	429	
<i>Introduction</i>	429	
<i>What is lean synchronization?</i>	431	
<i>Eliminate waste</i>	435	
<i>Lean synchronization applied throughout the supply network</i>	447	
<i>Lean synchronization and other approaches</i>	449	
<i>Summary answers to key questions</i>	452	
<i>Case study: Boys and Boden (B&B)</i>	453	
<i>Problems and applications</i>	455	
<i>Selected further reading</i>	456	
<i>Useful web sites</i>	456	
 Chapter 16		
Project planning and control	457	
<i>Introduction</i>	457	
<i>What is a project?</i>	459	
<i>Successful project management</i>	461	
<i>The project planning and control process</i>	462	
<i>Network planning</i>	475	
<i>Summary answers to key questions</i>	487	
<i>Case study: United Photonics Malaysia Sdn Bhd</i>	488	
<i>Problems and applications</i>	493	
<i>Selected further reading</i>	494	
<i>Useful web sites</i>	494	
 Chapter 17		
Quality management	495	
<i>Introduction</i>	495	
<i>What is quality and why is it so important?</i>	497	
<i>Diagnosing quality problems</i>	501	
<i>Conformance to specification</i>	502	
<i>Total quality management (TQM)</i>	508	
<i>Summary answers to key questions</i>	515	
<i>Case study: Turnround at the Preston plant</i>	516	
<i>Problems and applications</i>	518	
<i>Selected further reading</i>	519	
<i>Useful web sites</i>	519	
 Supplement to Chapter 17		
Statistical process control (SPC)	520	
<i>Introduction</i>	520	
<i>Control charts</i>	520	
<i>Variation in process quality</i>	521	
<i>Control charts for attributes</i>	527	
<i>Control chart for variables</i>	528	
<i>Process control, learning and knowledge</i>	532	
<i>Acceptance sampling</i>	533	
<i>Sampling plans</i>	533	
<i>Summary</i>	535	
<i>Selected further reading</i>	536	
<i>Useful web sites</i>	536	

Part Four IMPROVEMENT 539

Chapter 18 Operations improvement 540

<i>Introduction</i>	540
Why improvement is so important	542
Elements of improvement	542
Approaches to improvement	549
Improvement techniques	558
<i>Summary answers to key questions</i>	564
<i>Case study: Geneva Construction and Risk</i>	565
<i>Problems and applications</i>	569
<i>Selected further reading</i>	570
<i>Useful web sites</i>	570

Chapter 19 Risk management 571

<i>Introduction</i>	571
What is risk management?	573
Assess the potential causes of and risks from failure	573
Preventing failure occurring	586
Mitigating the effects of failure	592
Recovering from the effects of failure	593
<i>Summary answers to key questions</i>	596
<i>Case study: The Chernobyl failure</i>	597
<i>Problems and applications</i>	599
<i>Selected further reading</i>	600
<i>Useful web sites</i>	600

Chapter 20 Organizing for improvement 601

<i>Introduction</i>	601
Why the improvement effort needs organizing	603
Linking improvements to strategy	603
Information for improvement	606
Improvement priorities – what to start on?	612
Improvement culture	617
Implementing improvement	620
<i>Summary answers to key questions</i>	624
<i>Case study: Re-inventing Singapore's libraries</i>	626
<i>Problems and applications</i>	628
<i>Selected further reading</i>	628
<i>Useful web sites</i>	629

Part Five CORPORATE SOCIAL RESPONSIBILITY 631

Chapter 21 Operations and corporate social responsibility (CSR) 632

<i>Introduction</i>	632
What is corporate social responsibility?	633
How does the wider view of corporate social responsibility influence operations management?	637
How can operations managers analyse CSR issues?	646
<i>Summary answers to key questions</i>	648
<i>Case study: CSR as it is presented</i>	649
<i>Problems and applications</i>	650
<i>Selected further reading</i>	651
<i>Useful web sites</i>	651

<i>Notes on chapters</i>	652
<i>Glossary</i>	658
<i>Index</i>	670

Guide to 'operations in practice', examples, short cases and case studies

Chapter	Location	Company/example	Region	Sector/activity	Company size
Chapter 1 Operations management	p. 3	IKEA	Global	Retail	Large
	p. 8	Acme Whistles	UK	Manufacturing	Small
	p. 9	Oxfam	Global	Charity	Large
	p. 14	Prêt A Manger	Europe/USA	Retail	Medium
	p. 21	Formule 1	Europe	Hospitality	Large
	p. 21	Mwagusi Safari Lodge	Tanzania	Hospitality	Small
	p. 27	Concept Design Services	UK	Design/manufacturing/distribution	Medium
Chapter 2 Operations performance	p. 33	A tale of two terminals	Dubai and UK	Transport	Large
	p. 41	Lower Hurst Farm	UK	Agricultural	Small
	p. 43	Accident recovery	General	Healthcare	Medium
	p. 44	Dabbawalas hit 99.9999% dependability	India	General service	Large
	p. 47	BBC	Global	Media	Large
	p. 49	Aldi	Europe	Retail	Large
	p. 51	Hon Hai Precision Industry	Taiwan/China	Manufacturing	Large
Chapter 3 Operations strategy	p. 57	Mutiara Beach Resort, Penang	Malaysia	Hospitality	Medium
	p. 61	Two operations strategies: Flextronics and Ryanair	Global/Europe	Manufacturing service/transport	Large
	p. 68	Giordano	Asia	Retail	Large
	p. 74	Amazon what exactly is your core competence?	Global	Retail/business services	Large
	p. 77	Sometimes any plan is better than no plan	Europe	Military	Large
Chapter 4 Process design	p. 80	Long Ridge Gliding Club	UK	Sport	Small
	p. 87	McDonalds	USA	Quick service	Large
	p. 90	Daimler-Chrysler, Smart car	France	Auto manufacturing	Large
	p. 107	Heathrow	UK	Transport	Large
Chapter 5 The design of products and services	p. 109	The Central Evaluation Unit (European Union Directorate)	Belgium	Non-governmental organization	Large
	p. 113	Airbus A380	Europe	Aerospace	Large
	p. 116	Dyson	Global	Design/manufacturing	Large
	p. 120	Square water melons	Japan	Retail/Agriculture	Various
	p. 122	Daniel Hersheson	UK	Hairdressing	Small
	p. 125	Art Attack!	UK	Media	Small
Chapter 6 Supply network design	p. 135	Chatsworth House	UK	Tourism	Medium
	p. 139	Dell	Global	Computer manufacturing	Large
	p. 145	Hon Hai, Quanta and Compal	Taiwan	Computer manufacturing	Large
	p. 147	Tata Nano	India	Manufacturing	Large
	p. 149	Tesco	Thailand	Retail	Large
	p. 151	High-tech subcontracting	India/China	Research and development	Medium/large
	p. 162	Disneyland Paris	France	Entertainment	Large

Chapter	Location	Company/example	Region	Sector/activity	Company size
Chapter 7 Layout and flow	p. 178	Tesco	Global	Retail	Large
	p. 180	Surgey	UK	Healthcare	Medium
	p. 185	Yamaha	Japan	Piano manufacturing	Large
	p. 186	Cadbury	UK	Entertainment and manufacturing	Large
	p. 203	Weldon Hand Tools	UK	Manufacturing	Large
Chapter 8 Process technology	p. 207	Airlines	All	Airlines	Large
	p. 210	Robots	All	Security	Various
	p. 211	Yo! Sushi	UK	Restaurants	Medium
	p. 213	IBM	USA	Disaster recovery	Large
	p. 218	Farming	Netherlands	Agriculture	Medium
	p. 220	QB House	Asia	Hairdressing	Medium
	p. 224	SVT (Sveriges Television)	Sweden	Media	Large
	p. 230	Rochem Ltd	UK	Food processing	Medium
Chapter 9 People, jobs and organization	p. 234	W.L. Gore and Associates	Global	Manufacturing and research	Large
	p. 237	Google	Global	e-services	Large
	p. 247	McDonalds	UK	Restaurants	Large
	p. 250	Lloyds TSB	Europe	Banking	Large
	p. 256	Service Adhesives	Europe	Manufacturing	Large
Chapter 10 The nature of planning and control	p. 269	BMW dealership	UK	Service and repair	Medium
	p. 273	Air France	Global	Airline	Large
	p. 281	Accident and Emergency	All	Healthcare	Large
	p. 286	Chicken salad sandwich (Part 1)	All	Food processing	Large
	p. 292	Robert Wiseman Dairies	UK	Milk distribution	Large
	p. 294	Air traffic control	All	Air travel	Medium
Chapter 11 Capacity planning and control	p. 298	Britvic	Europe	Distribution	Large
	p. 304	Seasonal products and services	All	Various	Various
	p. 309	British Airways London Eye	UK	Tourism	Medium
	p. 310	Lettuce growing	Europe	Agriculture	Large
	p. 315	Seasonal products and services	UK/Global	Food processing/media	Large
	p. 317	Greetings cards	All	Design	Large
	p. 326	Madame Tussauds, Amsterdam	Netherlands	Tourism	Medium
	p. 328	Holly Farm	UK	Agriculture/entertainment	Small
Chapter 12 Inventory planning and control	p. 341	UK National Blood Service	UK	Healthcare	Large
	p. 348	Croft Port	Europe	Beverages	Large
	p. 356	The Howard Smith Paper Group	UK	Distribution service	Large
	p. 369	Trans-European Plastic	France	Manufacturing	Large
Chapter 13 Supply chain planning and control	p. 374	Siemens	Europe	Service and manufacturing	Large
	p. 379	Ford Motor Company	Global	Auto manufacturing	Large
	p. 384	Levi Straus & Co	Global	Garment design/retailing	Large
	p. 385	TDG	Europe	Logistics services	Large
	p. 397	Northern Foods	Europe	Food services	Large
	p. 398	Seven-Eleven Japan	Japan	Retail	Large
	p. 401	H&M, Benetton and Zara	Global	Design/manufacturing/distribution/retail	Large

Chapter	Location	Company/example	Region	Sector/activity	Company size
Chapter 14 Enterprise Resource Planning	p. 407	Rolls Royce	Global	Aerospace	Large
	p. 410	SAP	Global	IT services	Large
	p. 411	Chicken salad sandwich (Part 2)	All	Food processing	Small
	p. 414	SAP	Global	IT services	Large
	p. 417	What a waste	US	Waste management	Large
	p. 418	Psycho Sports Ltd	All	Manufacturing	Small
Chapter 15 Lean synchronization	p. 430	Toyota Motor Company	Global	Auto manufacturing	Large
	p. 440	Hospitals	UK	Healthcare	Medium/large
Chapter 16 Project planning and control	p. 458	The Millau Bridge	France	Construction	Large
	p. 465	The National Trust	UK	Heritage	Various
	p. 47	Access HK	Hong Kong	Charity	Small
	p. 488	United Photonics Malaysia Sdn Bhd	Malaysia	Research and development	Medium
Chapter 17 Quality management	p. 496	Four Seasons Hotel	Global/UK	Hospitality	Large
	p. 499	Tea and Sympathy	USA	Hospitality	Small
	p. 500	Magic Moments	UK	Photography services	Small
	p. 505	Vitacress	Europe	Agriculture	Large
	p. 507	Surgical Statistics	US	Healthcare	Various
	p. 512	IBM	Canada	IT services	Large
	p. 516	Rendall Graphics	Canada	Manufacturing	Medium
Chapter 18 Improvement	p. 541	Heineken International (Part I)	Netherlands	Brewery	Large
	p. 548	Erdington	UK	Beverage	Large
	p. 556	Xchanging	Europe	Process outsourcing	Large
	p. 565	Geneva Construction and Risk (GCR)	Europe	Insurance	Large
Chapter 19 Risk management	p. 572	Cadburys Salmonella outbreak	Global	Confectionary	Large
	p. 575	Not what you want to hear	USA	Airline	Large
	p. 577	Viruses, threats and 30 years of spam	Global	Internet	Various
	p. 592	Otis Elevators	Global	Facilities services	Large
	p. 597	Chernobyl	Ukraine	Power generation	Large
Chapter 20 Organizing for improvement	p. 602	Taxing Quality	Denmark	Public service	Large
	p. 620	Heineken International (Part II)	Netherlands	Brewery	Large
	p. 622	Work-Out at GE	Global	Various	?Large
	p. 626	Singapore Libraries	Singapore	?	?
Chapter 21 Corporate social responsibility (CSR)	p. 635	Ecological footprints	All	All	All
	p. 638	HP Recycling Program	Global	Manufacturing	Large
	p. 642	The Gap between perception, reality and intention	Global	Retail	Large
	p. 649	CSR as it is presented	Various	Various	Various