

CHAPTER 01 INTRODUCTION TO OPERATIONS MANAGEMENT

Teaching Notes

Many students come to this course with negative feelings, perhaps because they have heard that the course includes a certain amount of quantitative material (which many feel uncomfortable with), or perhaps because the course strikes them as “how to run a factory.” Others seem to have very little idea about what operations management is. I view the initial meeting with my classes, and this first chapter, as opportunities to dispel some of these notions, and to generate enthusiasm for the course.

Highlights of the chapter include the following:

1. Operations as one of the three main functional concerns of most organizations.
2. The role and job of the operations manager as a planner and decision-maker.
3. Different ways of classifying (and understanding) production systems.
4. System design versus system operation.
5. Major characteristics of production systems.
6. Contemporary issues in operations management.
7. Operations as essentially managerial (planning, staffing, etc.)
8. The historical evolution of production/operations management.
9. Manufacturing operations versus service operations.

Reading: The Challenges of Managing Services

1. In comparison to manufacturing industry, services have:
 - a. Less structured jobs.
 - b. Higher customer contact.
 - c. Lower worker skills.
 - d. Low skill entry-level positions.
 - e. Higher employee turnover.
 - f. Higher input variability.
2. Because of the factors listed in the answer to question 1, in service industry it is more difficult to control costs and quality resulting in lower productivity. In addition the risk of customer dissatisfaction is greater and employee motivation is lower.

Reading: Why Manufacturing Matters

1. Since the U.S. economy is becoming more service based, the percentage of employment in manufacturing is declining while the percentage of employment in service industry is increasing. An agile manufacturer is able to switch quickly and economically from one product to another with very little disruption.

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William J. Stevenson



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Accountants' Index American Institute of Certified Public Accountants, 1928 *Bulletin ... Hancock County (Ill.). Farm Bureau*, 1921 Post Magazine and Insurance Monitor , 1926 **Wall Street Journal Index** , 1982 Library Journal Melvil Dewey, Richard Rogers Bowker, L. Pylodet, Charles Ammi Cutter, Bertine Emma Weston, Karl Brown, Helen E. Wessells, 1949 Includes beginning Sept 15 1954 and on the 15th of each month Sept May a special section School library journal ISSN 0000 0035 called Junior libraries 1954 May 1961 Issued also separately Documentation Abstracts , 1992

Public Affairs Information Service Bulletin , 1919 **The City Record** New York (N.Y.), 1903 Mechanical Engineering American Society of Mechanical Engineers, 1921 History of the American society of mechanical engineers Preliminary report of the committee on Society history issued from time to time beginning with v 30 Feb 1908 The Traffic World , 1922 **National Underwriter** , 1944 *Proceedings of NECC 1979, National Educational Computing Conference* Diana Harris, 1979 **Railway and Shipping World** , 1971 *Building Age* , 1928

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