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Operations and Productivity

C H A P T E R

DISCUSSION QUESTIONS

1. The text suggests four reasons to study O&M. We want to understand (1) how people organize themselves for productive enterprise, (2) how goods and services are produced, (3) what operations managers do, and (4) this costly part of our economy and most enterprises.
2. Possible responses include: Adam Smith (work specialization/division of labour), Charles Babbage (work specialization/division of labour), Frederick W. Taylor (scientific management), Walter Shewart (statistical sampling and quality control), Henry Ford (moving assembly line), Charles Sorensen (moving assembly line), Frank and Lillian Gilbreth (motion study), Eli Whitney (standardization).
3. See references in the answer to question 2.
4. The actual charts will differ, depending on the specific organization the student chooses to describe. The important thing is for students to recognize that all organizations require, to a greater or lesser extent, (a) the three primary functions of operations, finance/accounting, and marketing; and (b) that the emphasis or detailed breakdown of these functions is dependent on the specific competitive strategy employed by the firm.
5. The answer to this question may be similar to that for question 4. Here, however, the student should be encouraged to utilize a more detailed knowledge of a past employer and indicate on the chart additional information such as the number of persons employed to

perform the various functions and, perhaps, the position of the functional areas within the overall organization hierarchy.

6. The basic functions of a firm are marketing, accounting/finance, and operations. An interesting class discussion: "Do all firms/organizations (private, government, not-for-profit) perform these three functions?" The authors' hypothesis is yes, they do.
7. The 10 decisions of operations management are product design, quality, process, location, layout, human resources, supply-chain management, inventory, scheduling (aggregate and short term), maintenance. We find this structure an excellent way to help students organize and learn the material.
8. Four areas that are important to improving labour productivity are: (1) basic education (basic reading and math skills), (2) diet of the labour force, (3) social overhead that makes labour available (water, sanitation, transportation, etc.), and (4) maintaining and expanding the skills necessary for changing technology and knowledge, as well as for teamwork and motivation.
9. Productivity is harder to measure when the task becomes more intellectual. A knowledge society implies that work is more intellectual and therefore harder to measure. Because Canada (and many other countries) are increasingly "knowledge" societies, productivity is harder to measure. Using labour hours as a measure of productivity for a postindustrial society vs. an industrial or agriculture society is very different. For example, decades spent developing a marvelous new drug or winning a very difficult legal case on intellectual property rights may be significant for post-

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Padhraic Smyth



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