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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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Mike Jess



Operations Management Solution Manual Heizer:

Instructors Resource Manual HEIZER & RENDER, John Swearingen, 1998-08 *Operations Management* Jay H. Heizer, Jay Heizer, Barry Render, 2004 Now in its seventh edition this text provides a state of the art overview of operations management It includes a new chapter on capacity planning and a behind the scenes look at the integration of operation management at Hard Rock Cafe **Solutions Manual to Accompany Heizer and Render Production and Operations Management** John L. Swearingen, 1988 **Operations Management: Text** Jay Heizer, 2004 **Instructor's Solutions Manual [to Accompany] Principles of Operations Management, 7th Ed [and] Operations Management, 9th Ed** Jay H. Heizer, 2008 *OPERATIONS MANAGEMENT* Yogi Sugiarto Maulana, Cisilia Sundari, Abdurohim, Silvia Ekasari, Dara Siti Nurjanah, Acai Sudirman, Hastin Umi Anisah, Sultan Syah, Didin Hadi Saputra, Erwinsyah Satria, Buku Operations Management ini menjelaskan tentang sistem operasi manajemen yang dilakukan dan digunakan oleh beberapa industri atau perusahaan di mana dalam penggunaan sistem operasi manajemen diharapkan dapat mempermudah para pelaku industri dalam melakukan berbagai macam kegiatan yang sangat kompleks di dalam manajemen perusahaan Dengan adanya buku Operations Management ini diharapkan mempermudah pelaku bisnis dan juga sebagai rujukan bagi mahasiswa dan pengajar dalam memahami sistem operasi manajemen perusahaan Practice Management for Dental Hygienists Esther K. Andrews, 2007 This textbook prepares dental hygiene students and dental hygienists to handle the business and operational aspects of the dental office The book teaches students how a dental office functions from an operational standpoint and how dental hygienists as licensed professionals fit into that operation Major sections cover basics of dentistry and dental law office management applied communications and employability skills To accommodate a two credit course the text is concise and focuses on exercise based learning Each chapter includes workbook exercises study questions critical thinking activities case studies and RDH board practice questions as well as selected references Websites and student activities *Principles of Operations Management* Jay Heizer, 2008 Sm Operations Management S/M Heizer Render Staff, Jay H. Heizer, 1998-10 **Principles of Operations Management** Jay H. Heizer, Barry Render, 1999 This introduction to operations management presents a state of the art view of the primary activities of the operations function in organizations New chapters on Global Operations and Supply Chain Management a free CD ROM is packaged with every book and comprehensive web site support is provided This paperback text has the same 17 core chapters as Heizer Render s Operations Management 5 e but does not have the 6 quantitative modules Part of the JIT program *Principles of Operations Management* Barry Render, Jay Heizer, 1997 This text is designed as a briefer less technical introduction to operations management than the more traditional principles of operations management texts Available in two versions the hardcover version includes the Quantitative tutorials and the softcover version does not Most mathematical techniques are covered in the chapter supplements which are found in both versions Operations Management Martin Kenneth Starr, 1996 *Instructors Resource Manual* John

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