

CHAPTER 1

Operations Management

1.1 Introduction

Teaching the material in Chapter 1 of the book is both the most important and the most difficult part of an operations management course. Most important because it is vital that students develop an enthusiasm for the subject and this is the first attempted early in the course. Difficult because one has to establish some key principles before the 'building blocks' of the subject have been taught. We have found it useful always to work from whatever experience the students have. For post-experience students like MBAs, this is not difficult. One can always ask them to describe the nature of operations in the companies they have worked for. One can even explore some of the prejudices they might hold about operations management (dull, uncreative, always screwing things up, etc.) and have discussions on that. Undergraduates are more difficult because they usually have less experience, but even so they have experienced many different operations from a customer's point of view. Therefore, one can ask them about recent experiences as a customer (both good and bad) and have a discussion on the importance of operations management around these experiences.

Key teaching objectives

- To excite students with the 'hands-on' excitement that can be gained from an understanding of operations management (*"... I want to prevent you ever enjoying a theatre performance, restaurant meal, or shopping experience ever again. I want you continually to be looking for the operations implications of every operation you enter. You are going to be married (you and people who cannot go anywhere without thinking of how you could improve the process)"*).
- Convince students that **all** organisations really do have an operations function; therefore, operations management is relevant to every organisation.
- Convince students that **all** managers are operations managers because all managers manage processes to produce outputs. (*"Even marketing managers are operations managers. What you learn as marketing in business school is really the 'technical' side of marketing. Of course this is important, but marketing managers also have to produce marketing reports and information, without mistakes in them, on time, relatively quickly, flexibly enough to contain the latest information, and without using an army of marketing analysts to do so. In other words, they are producing services for internal customers"*).
- To introduce the some key ideas in the chapter, namely,
 - Operations managers manage transformation processes, with inputs and outputs.
 - Operations can be analysed at three levels: the level of the supply network, the level of the operation itself (sometimes called the level of the organisation) and the level of individual processes.

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Table of Contents Operation Management 10th Solution Manual

1. Understanding the eBook Operation Management 10th Solution Manual
 - The Rise of Digital Reading Operation Management 10th Solution Manual
 - Advantages of eBooks Over Traditional Books
2. Identifying Operation Management 10th Solution Manual
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Operation Management 10th Solution Manual
 - User-Friendly Interface
4. Exploring eBook Recommendations from Operation Management 10th Solution Manual
 - Personalized Recommendations
 - Operation Management 10th Solution Manual User Reviews and Ratings

- Operation Management 10th Solution Manual and Bestseller Lists
- 5. Accessing Operation Management 10th Solution Manual Free and Paid eBooks
 - Operation Management 10th Solution Manual Public Domain eBooks
 - Operation Management 10th Solution Manual eBook Subscription Services
 - Operation Management 10th Solution Manual Budget-Friendly Options
- 6. Navigating Operation Management 10th Solution Manual eBook Formats
 - ePub, PDF, MOBI, and More
 - Operation Management 10th Solution Manual Compatibility with Devices
 - Operation Management 10th Solution Manual Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Operation Management 10th Solution Manual
 - Highlighting and Note-Taking Operation Management 10th Solution Manual
 - Interactive Elements Operation Management 10th Solution Manual
- 8. Staying Engaged with Operation Management 10th Solution Manual
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Operation Management 10th Solution Manual
- 9. Balancing eBooks and Physical Books Operation Management 10th Solution Manual
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Operation Management 10th Solution Manual
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Operation Management 10th Solution Manual
 - Setting Reading Goals Operation Management 10th Solution Manual
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Operation Management 10th Solution Manual
 - Fact-Checking eBook Content of Operation Management 10th Solution Manual
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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