

- About the Authors p. vi
- Foreword Philip E. Crosby p. ix
- Preface p. xxi
- Part 1 Introduction to Operations Management
- 1. Operations and Productivity p. 1
 - Global Company Profile: Whirlpool p. 2
 - What is Operations Management? p. 4
 - The Heritage of Operations Management p. 4
 - Why Study OM? p. 6
 - What Operations Managers Do p. 7
 - Organizing to Produce Goods and Services p. 8
 - Where Are the OM Jobs? p. 10
 - Exciting New Trends in Operations Management p. 10
 - Operations in the Service Sector p. 12
 - The Productivity Challenge p. 15
 - The Challenge of Social Responsibility p. 22
- 2. Operations Strategy for Competitive Advantage p. 29
 - Global Company Profile: Komatsu p. 30
 - Identifying Missions and Strategies p. 32
 - Achieving Competitive Advantage Through Operations p. 34
 - Ten Strategic OM Decisions p. 37
 - Issues in Operations Strategy p. 40
 - Strategy Development and Implementation p. 43
- 3. Operations in a Global Environment p. 53
 - Global Company Profile: Boeing p. 54
 - Why Global Operations are Important p. 56
 - Achieving Global Operations p. 60
 - Global Issues in Service Operations p. 64
 - Global Operations Strategies p. 66
- 4. Forecasting p. 75
 - Global Company Profile: Tupperware Corporation p. 76
 - What is Forecasting? p. 78
 - Types of Forecasts p. 79
 - The Strategic Importance of Forecasting p. 79
 - Seven Steps in the Forecasting System p. 80
 - Forecasting Approaches p. 81
 - Time-Series Forecasting p. 82
 - Associative Forecasting Methods: Regression and Correlation Analysis p. 101
 - Monitoring and Controlling Forecasts p. 107
 - Forecasting in the Service Sector p. 110
- Part 2 Designing Operations
- 5. Design of Goods and Services p. 129
 - Global Company Profile: Regal Marine p. 130
 - Goods and Services Selection p. 132
 - Product Development p. 137
 - Issues for Product Design p. 143

- Time-Based Competition p. 146
- Defining the Product p. 149
- Documents for Production p. 152
- Service Design p. 153
- Application of Decision Trees to Product Design p. 157
- Transition to Production p. 158
- 6. Managing Quality p. 167
- Global Company Profile: Motorola p. 168
- Quality and Strategy p. 170
- Defining Quality p. 171
- International Quality Standards p. 173
- Total Quality Management p. 174
- Tools of TQM p. 179
- The Role of Inspection p. 183
- TQM in Services p. 186
- Supplement 6: Statistical Process Control p. 197
- Statistical Process Control (SPC) p. 198
- Process Capability p. 213
- Acceptance Sampling p. 214
- 7. Process Strategy and Capacity Planning p. 231
- Global Company Profile: Dell Computer Corp. p. 232
- Four Process Strategies p. 234
- Process Analysis and Design p. 243
- Service Process Design p. 247
- Process Reengineering p. 249
- Environmentally Friendly Processes p. 250
- Selection of Equipment and Technology p. 251
- Capacity p. 251
- Break-Even Analysis p. 256
- Strategy-Driven Investments p. 261
- Supplement 7: Operations Technology, the Internet, and ERP p. 279
- The Internet p. 280
- Design Technology p. 282
- Production Technology p. 284
- Technology in Services p. 287
- Information Sciences in Operations p. 288
- Enterprise Resource Planning (ERP) p. 292
- 8. Location Strategies p. 299
- Global Company Profile: Federal Express p. 300
- The Strategic Importance of Location p. 302
- Factors that Affect Location Decisions p. 303
- Methods of Evaluating Location Alternatives p. 308
- Service Location Strategy p. 314
- 9. Layout Strategy p. 333
- Global Company Profile: McDonald's p. 334
- The Strategic Importance of Layout Decisions p. 336

- Types of Layout p. 336
- Fixed-Position Layout p. 337
- Process-Oriented Layout p. 339
- Office Layout p. 348
- Retail Layout p. 350
- Warehousing and Storage Layouts p. 352
- Repetitive and Product-Oriented Layout p. 354
- 10. Human Resources and Job Design p. 379
- Global Company Profile: Southwest Airlines p. 380
- Human Resource Strategy for Competitive Advantage p. 382
- Labor Planning p. 383
- Job Design p. 385
- The Visual Workplace p. 398
- Labor Standards p. 398
- Supplement 10: Work Measurement p. 407
- Labor Standards and Work Measurement p. 408
- Historical Experience p. 409
- Time Studies p. 409
- Predetermined Time Standards p. 415
- Work Sampling p. 416
- Part 3 Managing Operations
- 11. Supply-Chain Management p. 431
- Global Company Profile: Volkswagen p. 432
- The Strategic Importance of the Supply Chain p. 434
- Purchasing p. 436
- Supply-Chain Strategies p. 438
- Vendor Selection p. 442
- Managing the Supply Chain p. 444
- Internet Purchasing p. 446
- Materials Management p. 448
- Benchmarking Supply-Chain Management p. 449
- Supplement 11: E-commerce and Operations Management p. 457
- Electronic Commerce p. 458
- Security in the E-commerce Environment p. 459
- Economics of E-commerce p. 460
- Product Design p. 460
- E-Procurement p. 461
- Inventory Tracking p. 463
- Inventory Reduction p. 464
- Scheduling and Logistics Improvements p. 465
- 12. Inventory Management p. 471
- Global Company Profile: Green Gear Cycling p. 472
- Functions of Inventory p. 474
- Inventory Management p. 475
- Inventory Models p. 479
- Inventory Models for Independent Demand p. 480

- Probabilistic Models with Constant Lead Time p. 495
- Fixed Period Systems p. 498
- Supplement 12: Just-in-Time Systems p. 515
- Just-in-Time Philosophy p. 516
- Suppliers p. 518
- JIT Layout p. 521
- Inventory p. 522
- Scheduling p. 525
- Quality p. 529
- Employee Empowerment p. 529
- Lean Production p. 529
- JIT in Services p. 530
- 13. Aggregate Planning p. 537
 - Global Company Profile: Anheuser-Busch p. 538
 - The Planning Process p. 540
 - The Nature of Aggregate Planning p. 541
 - Aggregate Planning Strategies p. 543
 - Methods for Aggregate Planning p. 547
 - Aggregate Planning in Services p. 555
- 14. Material Requirements Planning (MRP) p. 571
 - Global Company Profile: Collins Industries p. 572
 - Dependent Inventory Model Requirements p. 574
 - MRP Structure p. 580
 - MRP Management p. 586
 - Lot-Sizing Techniques p. 587
 - Extensions of MRP p. 591
 - MRP in Services p. 595
 - Distribution Resource Planning (DRP) p. 596
- 15. Short-Term Scheduling p. 613
 - Global Company Profile: Delta Airlines p. 614
 - The Strategic Importance of Short-Term Scheduling p. 616
 - Scheduling Issues p. 616
 - Scheduling Process-Focused Work Centers p. 619
 - Loading Jobs in Work Centers p. 620
 - Sequencing Jobs in Work Centers p. 626
 - Limitations of Rule-Based Dispatching Systems p. 632
 - Finite Scheduling p. 632
 - Theory of Constraints p. 633
 - Bottleneck Work Centers p. 634
 - Repetitive Manufacturing p. 635
 - Scheduling for Services p. 637
- 16. Project Management p. 655
 - Global Company Profile: Bechtel Group p. 656
 - The Strategic Importance of Project Management p. 658
 - Project Planning p. 658
 - Project Scheduling p. 661

- Project Controlling p. 663
- Project Management Techniques: PERT and CPM p. 663
- Cost-Time Trade-Offs and Project Crashing p. 677
- A Critique of PERT and CPM p. 679
- 17. Maintenance and Reliability p. 697
- Global Company Profile: NASA p. 698
- The Strategic Importance of Maintenance and Reliability p. 700
- Reliability p. 701
- Maintenance p. 704
- Total Productive Maintenance p. 709
- Techniques for Establishing Maintenance Policies p. 710
- Appendix I Normal Curve Areas p. 2
- Appendix II Poisson Distribution Values p. 4
- Appendix III Values of $e^{-\lambda}$ for Use in the Poisson Distribution p. 6
- Appendix IV Table of Random Numbers p. 6
- Appendix V Using Excel OM and POM for Windows p. 7
- Appendix VI Solutions to Even-Numbered Problems p. 11