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C H A P T E R

Operations and Productivity

DISCUSSION QUESTIONS

1. The text suggests four reasons to study OM. We want to understand (1) how people organize themselves for productive enterprises, (2) how goods and services are produced, (3) what operations managers do, and (4) the costly part of our economy and most companies.

2. Possible responses include: Adam Smith (work specialization/division of labor), Charles Babbage (work specialization/division of labor), Frederick W. Taylor (scientific management), Walter Shewhart (statistical sampling and quality control), Henry Ford (moving assembly line), Charles Swenson (moving assembly line), Frank and Lillian Gilbreth (motion study), Elton Mayo (standardization).

3. See responses to the answer to Question 2.

4. The actual charts will differ, depending on the specific organizations the student chooses to describe. The important thing is for the students to recognize that all organizations require, to a greater or lesser extent, all the three primary functions of operations, *i.e.*, manufacturing, and marketing, and (3) 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 above, 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 organizational 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 strategic decisions of operations management are product design, quality, process, location, layout, human resources,

supply-chain management, inventory, scheduling, equipment and short-term, and maintenance. We find this structure an excellent way to help students organize and learn the material.

8. Four areas that are important to improving labor productivity are: (1) basic education (basic reading and math skills), (2) skill of the labor force, (3) social overhead that makes labor available (water, sanitation, transportation, etc.), and (4) maintaining and expanding the skills necessary for changing technology and knowledge, as well as the 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 the U.S. and many other countries are increasingly "knowledge" societies, productivity is harder to measure. Using labor-hours as a measure of productivity for a postindustrial society vs. an industrial or agricultural society is very different. For example, deciding upon developing a manuscript may stop or witness a very difficult legal case on intellectual property rights may be significant for post-industrial societies, but not show much in the way of productivity improvement measured in labor-hours.

10. Productivity is difficult to measure because precise units of measure may be lacking, quality may not be consistent, and extraneous variables may change.

11. Mass customization is the flexibility to produce in order to meet specific customer demands, without sacrificing the low cost of a product-oriented process. Rapid product development is a source of competitive advantage. Both rely on agility within the organization.

12. Labor productivity in the service sector is hard to improve because (1) many services are labor intensive and (2) they are indivisibly (essentially) produced (the customer is paying for that service—the last unit), (3) it may be an intellectual task performed

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