

CHAPTER 2

Operations Strategy in a Global Environment

Discussion Questions

1. Global means the better label for Boeing since authenticity and responsibility reside in the U.S.—the home country.
2. Reasons to internationalize: Reduce costs, improve supply chain, provide better goods and services, attract new markets, learn to improve operations, attract and retain global talent.
3. No. Southwest at Casa-Cala is affected for the tastes of full-time residents.
4. A mission is an organization's purpose—what good or service it will contribute to society.
5. Strategy is an organization's action plan—how it is going to achieve its purpose.
6. A mission specifies where the organization is going and a strategy specifies how it is going to get there.
7. The answer to this question will depend on the establishment studied, but should probably include some of the following considerations:

The mission: Diagnose automobile problems and make the necessary repair at a fair price for the local customer.

Policies to consider, or options, within the 10 decision areas are:

Decision	Options
Product	Repair work of American and/or foreign vehicles; specialized (tune-ups, lubrication, wheel alignment, etc.) versus general repair; frame and body repair versus engine and power train repair; repair and maintenance only, versus repair, maintenance, and sales of fuel; professional staffing versus rental of tools and space for do-it-yourself repair work
Quality	Appropriate level of quality; warranty; method of measuring and maintaining quality (customer complaints, inspection by supervising mechanic, etc.)
Process	Use of general versus special-purpose diagnostic and repair equipment (in particular, the degree to which computer-controlled diagnostic equipment is employed)
Location	In-town, shopping mall, highway
Layout	Single bay/hydrobay; general-purpose bay versus special-purpose bay (lubrication/oil change and transmission/wheel alignment/engine and power train repair, etc.)

Human resources	Employment of certified versus noncertified repair persons; employment of specialists versus general mechanics
Supply Chain	Choice of supplier(s) for both general and original manufacturer parts and supplies
Scheduling	Hours of operation (8:00 a.m.–5:00 p.m.; 24-hour towing; weekends/evening), repairs versus motor vehicle safety inspections, etc.; service by appointment versus walk-in (or drive-up) service
Inventory	Quantity and variety of repair parts (oil, filters, wipers, headlights, etc.) to stock; whether to stock generic or original manufacturer parts
Maintenance	Steps with hydraulic lifts vs. service to maintain “basement” work areas. Preventive maintenance of equipment vs. breakdown.

8. Library or Internet assignment: Student is to identify a mission and strategy for a firm. Southwest, Wal-Mart, The Wall Street Journal, and Procter & Gamble all have appropriate articles.

9. Old strategy change during a product's life cycle: During the introduction stage, issues such as product design and sales layout are critical, then during the growth stage the emphasis changes to product and process reliability; from there we move to concern for increasing the viability of the manufacturing process and cost cutting; and finally, in the decline stage providing the line to eliminate those not retaining good enough business becomes important. Figure 2.5 provides a more expansive list.

10. The text focuses on three conceptual strategies—cost leadership, differentiation and response. Cost leadership by Wal-Mart—aka low overhead, without cost reduction in the supply chain; Differentiation, certainly any premium product—all fine dining restaurants, up-scale homes—Lexus, etc.; Response, your local pizza delivery service, FedEx, etc.

11. An operations strategy statement for Southwest Airlines would include a focus on efficient, low-cost service with high capital utilization (high aircraft and gate utilization), flexible non-union employees, low administrative overhead, etc. Southwest's strategy is complicated by the purchase of Air Tron. First, there is a major organizational culture issue. Southwest's culture is unique. The company really does think of itself as a family, with a fun culture. Air Tron's culture is different. Integrating the two cultures will be a challenge. Related to this are human resources issues such as authenticity, pay rate, and promotion policies, all of which are complicated by union issues. On the tangible side, Southwest's use of just Boeing 737s is complicated by Air Tron's

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Jiyuan Zhang



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Table of Contents Operation Management Heizer Solution Manual Nineth

1. Understanding the eBook Operation Management Heizer Solution Manual Nineth
 - The Rise of Digital Reading Operation Management Heizer Solution Manual Nineth
 - Advantages of eBooks Over Traditional Books
2. Identifying Operation Management Heizer Solution Manual Nineth
 - 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 Heizer Solution Manual Nineth
 - User-Friendly Interface
4. Exploring eBook Recommendations from Operation Management Heizer Solution Manual Nineth
 - Personalized Recommendations
 - Operation Management Heizer Solution Manual Nineth User Reviews and Ratings
 - Operation Management Heizer Solution Manual Nineth and Bestseller Lists
5. Accessing Operation Management Heizer Solution Manual Nineth Free and Paid eBooks
 - Operation Management Heizer Solution Manual Nineth Public Domain eBooks
 - Operation Management Heizer Solution Manual Nineth eBook Subscription Services
 - Operation Management Heizer Solution Manual Nineth Budget-Friendly Options

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