INDEX

Note: Page numbers in *italics* denote illustrations

3D printing 66–8
3D Systems 66, 67

ABB 32
ABC inventory classification system 280–1
absenteeism 220, 245–6
acceptable quality level (AQL) 426, 427
acceptance sampling 425–30
   AOQ 428–9
   definition 425
   OC curve 426, 427, 428
   risk 426–8
   sampling plans 429–30
   TQM 425–6
accounting systems 363, 364
active customer–technology interactions 135–6
activity based costing (ABC) 441–4
activity drivers 442, 444
activity matrix 80
activity on arrow (AOA), CPM 379, 381–2
activity on node (AON), CPM 379–80, 382, 385–6, 388
actual capacity 245–6
actual cost of work performed (ACWP) 384
adaptive customization 158
Adler Ortho 68
advertising 249
aggregate planning 251, 327, 328
agile supply chains 346–8
Aker Kvaerner 351, 352
alliances 349, 350–1
Alstom 16
alternative products, demand management 249
Amazon 132, 136, 368–9
American Airlines 267
American Apparel 139–40
Andon signs 306
anthropometric data 200
anticipation inventory classification 277
Apple 279, 280
application programming interfaces (APIs) 324
appointment systems 250
appraisal costs, quality 402, 403
Aquilano, N.J. 253
ArcelorMittal Orbit Tower 391–2
ARENA™ 180, 186
Armitt, Sir John 373, 374
Arvetica 210
Asda 236
Asea Brown Boveri (ABB) 100
Ashburton Products 65
‘As-Is’ model 187
assignable causes of variation 415
attribute data control charts 419–22
automated guided vehicles (AGVs) 128, 129, 365
automated material handling systems (AMH) 128
automated storage and retrieval systems (AS/RS) 128
automated teller machines (ATMs) 14, 135–6
automation 76, 131, 137
autonomation 306
autonomous work groups 198
autonomy 194–5, 196
average outgoing quality (AOQ) 428–9
average outgoing quality limit (AOQL) 429
Aviva 32
Axcel 278
back-office services 13, 108
backward integration 354
backward vertical integration 354
balanced matrix 375
balanced scorecard 171, 444–5
balancing capacity 104, 105
Baldridge Award 414
Balfour Beatty Workplace 392
balking 253
Balmond, Cecil 392
Barclays Bank 256
Barnes, D. 98, 108
Bart, V. 158
base and surge demand, agile and lean supply chains 348
BASF 351–2
batch processes 55–6, 58, 63, 226
benchmarking 41, 147, 172, 445, 446–7
Benetton 348
Benugo 157
Berry, L.L. 400, 403, 405
Bessant, J. 285
Bhattacharyya, Lord Kumar 16
Bicheno, J. 297, 312
bill of materials (BOM) 151, 330–1
Birks, Steven 308
BlackBerry devices 134
Blair, Tony 183
blueprinting, service 172, 176–7
‘blue skies’ estimates 172, 389
Bmibaby 250
BMW 68–9
Bocij, P. 136
Boeing 67
Bolland, Marc 91, 92
Bongiorno, Bob 268
Booker wholesale 166
bottlenecks 83, 99, 104, 229, 231, 232–4, 243
‘bottom-up’ approach, strategy formulation 24
Bovis Homes 390
Bowen, D. 193, 196
Bowers & Wilkins (B&W) 201
Boynton, A. 158
Brache, A.P. 447
brainstorming 172, 450
Braithwaite, Alan 279
Branas, Charles 268
brand loyalty 34
break-bulk, warehousing 365
break-even analysis 64
Brickstream 256
broadband 133
Broadscape 157
Brown, S. 285
Buck, C.J. 316
Buck Knives 315–16
budgeted cost of work performed (BCWP) 384
budgeted cost of work scheduled (BCWS) 384
budgets 383–4
buffers 233, 234
bullwhip effect 344–5, 346
Burbidge, J.L. 81
Burt, Mim 280
Burton, Roy 17
business level strategy 24
business logistics 365
business process improvement (BPI) 449
business process management (BPM) 131, 447–8, 455
business process outsourcing (BPO) 105
business process re-engineering (BPR) 7, 448–50, 455
business process simulation (BPS) 172, 175, 177–82
business-to-business (B2B) 132, 363, 365
business-to-consumer (B2C) 132, 363
buy-side e-Commerce 132–3
CADCAM 130
capacity
measurement 243–6
reconciliation of demand and 246–51
capacity cushion 106, 107
capacity loading graphs 383
capacity management 240–73
capacity planning 251
capacity requirements plan (CRP) 328
capacity timing 105–8
capacity volume 102–5
Car Mechanics Ltd 229
causal forecasting 264
causal models 263
cause-and-effect diagrams 164
c-charts 421–2, 424
cell layout 48, 72, 75–7, 79, 81, 82–3
cellular manufacturing 302
Census II 262
centralization 278–9
  warehousing 365–6
centralized service facilities 111
centre of gravity method 113–14
CH2M Hill 373
Chadha, Peter 280
Chambers, S. 399
Champy, J. 448
Chance & Hunt 362
chance causes of variation 414, 415
change levers 449–50
Chase, R.B. 253
chase demand 248–9, 251
Christopher, M. 347
Clark, K. 372
CLM 373
Coca-Cola 120, 267
communication, unclear 298
communications technology 99
competition priorities 33
competitive advantage 13, 24
competitive criteria 33
competitive factors 39–43
competitors 40–2, 147, 445, 446–7
computer-aided design (CAD) 14, 126,
  127, 130, 131
computer-aided engineering (CAE) 126
computer-aided manufacturing (CAM) 130, 131
computer-aided process planning (CAPP) 126
computer-integrated manufacture (CIM) 129–30
computer numerically controlled machines
  (CNC) 126
concurrent design 302
concurrent engineering 158–9
conformance-oriented quality 163
connected stakeholders 24
consolidation, warehousing 365
constant demand 283, 284
constant lead time 283–4
construction costs 110
consumer services 11
  see also customers
consumer's risk, acceptance sampling 426–7, 428
consumer-to-business (C2B) 132
consumer-to-consumer (C2C) 132
continuous improvement (CI) 300–1, 407,
  408, 450–5
continuous innovations 144, 145
continuous processes 56, 58–9, 64
control
  charts 414, 415, 416–24
  input/output control 226, 230–1
  project 377–8
  SPC 414–25
control limits, SPC concepts 425
conveyance kanban 309
core competences 350
corporate level strategy 23–4
corporate objectives 38, 39, 242
cost/benefit analysis 148
cost drivers 442, 443–4
costs
  appraisal 402, 403
categories 29
  construction 110
definition 29–30
direct 441
distribution 110
efficiency 411
ergie 110
external failure 402, 403
indirect 442
internal failure 402, 403
labour 11, 62, 110, 112, 235
materials 29
poor quality 402
prevention 402, 403
procurement 356
quality 399–400, 401–3, 404, 408, 410–13
site 110
staff 29
transportation 102
cost–volume–profit model (CVP) 148–51
Cox, J. 231, 232
creativity 210
critical path method (CPM) 378–82
    worked examples 380–1, 385–6, 387–8
critical ratio 221
critical success factors (CSF) 171
Crosby, P.B. 401, 407, 408
cross-functional processes 9
Crump, Scott 67
cumulative representations 251–2
‘customer as participant’ 62
customer contact 13, 62, 243
    customization 158
    location matrix 108, 109, 111
customer convenience 111
customer data collection/analysis 327
customer–employee interactions 176
    customer line of implementation 177, 178
    customer line of interaction 176, 177
    customer line of visibility 176, 177
customer needs 151
customer-oriented quality improvement 405–6
customer perceptions of competitive products 161
customer quality measures 403–4
customer relationship management (CRM) 130, 323, 326–7
customer requirements 161
customers 8
    influence on competitive factors 39–43
    process technology for 135–6
customer satisfaction 27, 441
customer self-service 249
customer-to-order systems 27–8
customization 351
    adaptive 158
    customer-contact 158
    mass 64, 158, 302
    presentation 158
cycle time 85, 87, 229–30
Daimler 67
data analysis on customers 327
database-based workflow systems 363
data-collection
    on customers 327
    exercise 171
data marts 132
data mining 132
data warehouses 131–2
Davenport, T.H. 448, 449
David Lloyd 50
Davies, Owain 128
Davis, Roger 256
DDS (customer due date) 221, 222
decentralization 9, 278–9
    warehousing 365
decision making skills 453
decision support systems (DSS) 131
decision theory 148
decoupling inventory classification 277
defective goods 298
degree of customer contact 13
delay 250, 297
delivery 38, 43–4
    delayed 250
    flexibility concepts 28, 29
    service, classification by simultaneity 13–14
    supplier selection 358
Dell Computers 32, 210, 219
Delphi study 258
demand, reconciliation of capacity and 246–51
demander-located services 109
demand-located services 12
demand management 249–50, 251
demand measurement 241–2
demand profile 327, 328
demand-side decision factors 109–10, 111
de Meyer, A. 47
Deming, W.E. 407
Deming Prize 414
dependability 28
design capacity 245–6
design for manufacture (DFM) 159–60, 302
design improvements 157–65
design of experiments (DOE) 162, 164
design skills 34
Dialight 17
direct costs 441
direction aspects, strategy definition 23
diseconomies of scale 29, 102, 103
disintermediation 352–3
disruptive innovations 144–5
distribution costs 110
distribution requirements planning (DRP) 321, 335
division of labour 5
dMAIC methodology, Six Sigma quality programme 411–12
document image processing (DIP) 131
Dodge–Romig Inspection tables 427
double-sampling plans 430
downstream customers 343
drum terminology 233, 234
dual-card kanban system 309
duplication 298
DuPont 378
dynamic capabilities 35

EADS 359–61
earned value 384
easyJet 108, 250
e-Business 15, 130, 132, 291, 351–2
e-Commerce 7, 132–3, 250, 353
economic analysis 148
economic incentives 250
economic order quantity (EOQ) 281–2, 285–9
economies of scale 102–4, 350
economies of scope 104, 350
economy 441
effective capacity 245–6
effectiveness 441
efficiency 246, 441
   line 86, 87
   Six Sigma quality programme 410–11
effort time 376
elapsed time 376
electronic commerce see e-Commerce
electronic data interchange (EDI) 130, 323, 346, 362–3, 366
electronic funds transfer (EFT) 130, 362
electronic point-of-sale (EPOS) systems 346
Eliminate, Simplify, Integrate and Automate (ESIA) 172, 173
e-mail 131, 363
Emma Maersk 106
employees see staff
employee-to-employee (E2E) 132
empowerment 196–8
energy costs 110
enterprise business process management 448
enterprise network 130
enterprise resource planning (ERP) 380, 320–40, 364
   case studies 325–6, 336–8
   definition 321–3
   implementation 326
enterprise-wide network 130
environment 451, 452
environmental design 200–1
Eos 68
Epicor 325
EPQM Excellence Model® 414
e-procurement 346, 363–5
ergonomics 200–1
errors, service 298
European Quality Award (EQA) 414
Evans, P. 351
executive information systems (EIS) 131–2
Expedia 136
expediting 225
experience curves 208–9
expert judgement 258–9
Expert Systems (ES) 131
explicit services 156
exponential distribution 253
exponential smoothing 260–1
extensible markup language (XML) 363
external environment, strategy 23
external failure costs 402, 403
external/internal perspectives, performance objectives 30–1
externally supportive stage, operations strategy 26
external neutrality stage, operations strategy 26
external stakeholders 24
extranets 130
facilitating goods 12, 156
facilitating services 12
facilitators 351
facility design 96–124
facility location 97, 108–12
factor rating see weighted scoring
fail points 177
failure mode and effect analysis (FMEA) 159, 302, 404
failure rates 152–3
feasibility study 147–51
feedback 194–5
Feigenbaum, A.V. 407
Ferdows, K. 47
Ferrari 461
Fiat 292
final design 151–5
finance function 8
financial management 323
financial quality measures 401–3, 404
Findus Foods 25
Fingar, P. 448
finished goods inventory 276
finite loading 220–1
First Bank plc 15
first come, first served (FCFS) rule 221, 222, 253, 257
fishbone diagrams 164
Fitness First 50
Fitzsimmons, J.A. 113
Fitzsimmons, M.A. 113
five performance objectives 441, 442
five Šs 306
fixed order inventory (FOI) systems 281, 290, 291
fixed order period (FOP) inventory systems 289–90
fixed order quantity inventory systems 282
fixed-position layout 72, 73, 79, 80
fixed schedule maintenance 250
flexibility 28–9, 63
agile supply chains 347
flexible manufacturing cells (FMC) 128–9
flexible manufacturing systems (FMS) 77, 104, 129, 131, 356
flow charting 450
focus 47–8, 64
Ford, Henry 7
Ford Motors 292
forecasting 257–66, 280
qualitative methods 258–9
quantitative 259–66
techniques 257–8
form design 154
Formula 1 pit stop 188–9, 461–2
Forrester, Jay W. 344
Forrester effect 344
forward vertical integration 354
four Ms 164
Fracino 155
Frazier, G. 34, 62
Frei, F.X. 299
front-office services 108
front-office tasks 13
functional analysis 160
functional design 152–4
functional layout see process layout
functional level strategy 24
functional matrix 375
functional processes 9
functional structure 375
funnel diagram, design process 145, 146
Gaither, N. 34, 62
Gantt charts 221, 227, 382, 383, 389
Garvin, D.A. 399, 400
GDP 10–11
Gecko Head Gear 30
Gemmel, P. 196
General Electric (GE) 67, 183, 412
General Motors (GM) 292, 431, 432
Gilbreth, F. 202
Gillette 278
Glastonbury Festival 269
global operations 98, 99
global organizations 99
Goldratt, E.M. 231, 232
Goodwin Steel Castings 308
Google 210
government stakeholders 24
Greasley, A. 171, 179
Great Ormond Street Hospital (GOSH) 461–2
Gregory, M.J. 37
gross domestic product (GDP) 10–11
group behaviour 9
group technology 75–6
Groupware 131
growth goal, performance objectives 22
Groysberg, Boris 198

Hackman, J.R. 193
Hall, R.W. 310
Hamleys 279
Hammer, M. 448
hardware technologies 126–9
Harley-Davidson 317–18
Harris, Malcolm 390
Harris, Tony 49
Harrison, A. 346
Hayes, R.H. 25, 62
Heijunka 310–12
Herzberg, Frederick 199
heterogeneity 14
Hill, A. 33, 37, 171, 445
Hill, T. 33, 34, 37–44, 64, 171, 445
Hill model 37–44, 445–6
Hirano, H. 451
Hogan, Joe 67
home operations 98, 99
Honda 431
Hoole, R.W. 100
Hope, C. 80
horizontal integration 354
hotel managers 4
House of Quality matrix 160–1, 162
Houtepen, M. 111
human capital management 323
human resources (HR) function 8
humidity 201
Hypnos 409
IBM 326
idea generation 146–7
IdeaStorm.com 210
illumination 200
Immelt, Jeff 67
implicit services 156
importance–performance matrix 41–2, 171, 446
improvement curve 208
inbound logistics 343
Indesit 16–17
indirect costs 442
individual processes 9
industrial engineers 4
Industrial Revolution 6
infinite loading 221
informal processes, intangible resources 34
information 8
information islands 323
information reporting systems (IRS) 131
information technology (IT) 8, 346, 449–50
training 454
infrastructural decisions 38, 43–4
Ingram Micro 325
Innocent 197–8
input/output control 226, 230–1
Institute of Directors (IoD) 101
intangible factors 110
integration of process technology 137–8
interdependence 232
Intermec 279
internal environment, strategy 23
internal/external perspectives, performance objectives 30–1
internal failure costs 402, 403
internally supportive stage, operations strategy 26
internal neutrality stage, operations strategy 25–6
internal rate of return (IRR) 148
internal stakeholders 24
International Organization for Standardization 413–14
Internet 7, 63, 130, 133
Internet banking 148
intranets 130, 132
inventory 231–2, 233, 298
implementation 291
incorrect 298
types of 275–7
inventory buffers 233, 234, 276
inventory classified by location 276
inventory classified by type 276–7
cycle 277
pipeline/movement 277
inventory management 274–95
inventory models 281–91
inventory status file (ISF) 331
involvement 452
iPads 279–80
Ishikawa diagrams 164
ISO 9000: 413–14
Iyengar, T.V. Sundaram 431

Jacobs, F.R. 253
Japan
businesses 118–19
quality management 431–2
job and work design 4, 192–214
behavioural aspects 193–9
physical aspects 200–1
jobbing processes 55–6, 57, 63, 64, 225
scheduling 226
job characteristics model 193–6
job enlargement 84, 195–6
job enrichment 195–6, 199
job improvement schemes 173
job rotation 195–6
job titles 4
John Lewis 409
Johnson, Boris 391, 392
Johnson, G. 23
Johnson, S.M. 223
Johnson's rule 223–4
Johnston, R. 136, 399
Jones, Daniel T. 297, 312, 316
Jones, P. 285
Jones, Tim 373–4
Jowell, Tessa 391
Juran, J.M. 401, 407, 408
just-in-time (JIT) 6–7, 48, 129, 226, 232, 233, 234, 275, 297, 356, 450
implementation 314
push and pull production systems 307, 308
service systems 312–14
supplier networks 302
see also lean operations
kaizen 300–1, 450
kanban production system 306, 308–10, 314
Kaplan, R.S. 171, 444
Kapoor, Anish 392
Keen, Peter 409
Kennedys 134
Kersten, E.L. 199
'kick in the ass' (KITA) management 199
knowledge management 451
Kobayashi, Kamui 188
Kolok 336–7
Krafcik, John 297
Kraut, R. 352

labour 108
costs 11, 62, 110, 112, 235
division of 5
intensity 62
skills 111
see also staff
lag capacity 107
Laguna, M. 176
Lambert, D.M. 351
Lambert, Edward 337
Lambton Clothing Co. 337–8
Lamming, R. 285
Langer, Hans 68
Larson, Richard 267–8
lastminute.com 250
Lawler, E. 196
Lawson 325
layout design 71–95
lead capacity 106–7
lead time 230, 231
lead time lag 344
lead agility 347–8
lean operations 48, 275, 296–319, 450
implementation 314
philosophy of 297–301
service systems 312–14
techniques 302–12
see also just-in-time (JIT)
lean supply chains 347–8
lean synchronization 307
learning curves 206–9, 230
learning organizations 450–1, 453–4
Lee, Linda-Eling 198
Lees, Carolyn 134
level capacity 246–7
levelled scheduling 310–12
Lewis, Dan 101
Lewis, M. 44, 138, 460
life cycles, products 145, 147–8, 323
Lindsay, Graham 256
line, shape of 84
linear regression 263
line balancing 58, 83–7, 229–30
in manufacturing plant 88–91
line efficiency 86, 87
line process see mass process
lines of visibility, service blueprinting 176, 177
Lloyds TSB 256
loading 220–1
see also control
local area network (LAN) 130
localized service facilities 111
locational cost–volume analysis 115–17
location decisions 96–124
location image 111
location selection techniques 112–17
logistics 343
logistics managers 4
London Olympics 373–4, 391–2
long-term capacity planning 97, 102–8
lot tolerance percent defective (LTPD) 426, 427
Love, Mickey 32
Lovelock, C.H. 62
lower control limit (LCL) 414, 415
Lowther, David 390
LPT (longest process time) 221
Luxottica 67
machining centres (MC) 126
Mack, John 182
maintainability 154
Maister, D.H. 255–6, 278
make-or-buy analysis 350, 358
make-to-order 219, 220
make-to-stock 27–8, 219, 220, 330
management information systems 130, 131–2
managing 10–11, 225
manufacturing plant, line balancing in 88–91
manufacturing process types 56–9
manufacturing resource planning (MRP II) 321, 334–5
Marconi 32
market analysis 147–8
market aspects, strategy definition 23
market-based operations strategy 14, 33–6
market focus 48
marketing function 8
marketing strategy 38, 39
market relationships 349, 350
market sensitivity, agile supply chains 346
market surveys 258
Marklund, J. 176
Marks & Spencer (M&S) 91–2, 166
mass customization 64, 158, 302
mass process 56, 58, 59, 64
assigning tasks to workstations 85–6, 87
cycle time 85
scheduling 225
mass production 6
mass services 14, 59, 60, 61, 62
master production schedule (MPS) 242, 328, 329–30
match capacity 107
materials 8
costs 29
handling concepts 365
management 275, 343
materials requirements planning (MRP) 226, 233, 329–34
  calculations 331–3
  implementation 334
  limitations 334
  reports 333–4
  software 6
matrix structure 375
Mattel 67
m-business 130, 133–5
McClelland, David 199
McGee, Ken 326
McGrath, M.E. 100
Meade, Andrew 325
mean time between failures (MTBF) 153–4
mean time to repair (MTTR) 154
measurement
  capacity 243–6
  demand 243
  performance 440–5
  quality 401–4
  work 203–8
Medtronic 67
Meijboom, B. 111
Melan, E.H. 8
Merloni 16
method study 202–3
Microsoft Excel 259, 261, 262, 264, 306
Microsoft Project™ 227
Microsoft Visio™ 304
Microsoft Windows 280
Milani, Marco 16–17
Millar, V.E. 10, 350
Mini 68–9
Mintzberg, H. 24
mission-critical systems 131
mission statement 23–4
mixed-model lines 84
mixed-model scheduling 311–12
mix flexibility 28, 29
Miyamoto, Tatsuya 301
Mizuho 119
Mom-and-Pop companies 118–19
Morgan Stanley 182, 183
motion 298
motion study 202–3
motivation 198–9
Motorola 279, 410
moving averages 259, 260
muda 299, 315, 316
Muhlemann, A. 80
Mulcahy, Anne 412, 413
multi-domestic operations 98, 99
multimodel line 84
multiple regression 263
multiple-sampling plans 430
multisourcing 359
multiuser warehouse 366
mura 299
muri 299
Nagin, Ray 182
Narasimhan, C. 432
Nash, James 166
Native 201
Nemoto, Naoko 119
net present value (NPV) 148
NetSuite 325
network analysis 378–89
network based supply chains 346
neural networks 131
Nicholas, J.M. 389
Nike 104
Nissan 119
Nohria, Nitin 198
noise 200
nondeterminance 232
Noori, H. 64
Norton, D.P. 171, 444
Norton, Matthew 337
Norton & Townsend (N&T) 337
Oakland, J.S. 408
Objet 67
Ocado 235–6
offshoring 105
Ohno, Taiichi 298, 306, 307
Okuda, Kachio 118, 119
Oldham, G.R. 193
Olympic Development Authority (ODA) 373–4, 391
Opel 292
operating characteristic (OC) curve 426, 427, 428
operational decisions 453
operational expense 231, 232
operational gearing 117
operational information systems 131
operational quality measures 401
operations capability
operations strategy alignment 36, 37
resource-based operations strategy 34
operations control 220–31
operations control managers 4
operations director, job description 4–5
operations function, strategy contribution to 25–32
operations infrastructure 38, 43–4
operations management
decision areas 6
definition 3–5
history of 5–7
importance 22
role 7–8
operations planning 218–20
see also control
operations research, development of 6
operations strategy
in action 32
alignment 36–7
approaches 33–6
contribution assessment 25–32
definition 23–4
formulation approaches 37–44
four-stage model 25–6
Hill methodology 37–44
importance 22
market-based perspective 33–6
performance objectives 27–32
resource-based perspective 34–6
operations within the organization 8
operation-within-an-operation 48
opportunity lost 298
optimized production technology (OPT) 226, 231–4
Oracle 327
Orbit Tower 391–2
order-entry on website 364
order fulfilment 323
order winning 445–6
order-winning competitive factors 38, 39–43
organizational change 208
organizational learning 34, 450–1, 453–4
organizational structure 372–5
outbound logistics 343
‘out of control’ processes 414–15, 421
outsourcing 104, 105, 106, 107
over-production 298
overtime 106
Pace Micro Technology 16
packaging 367
Pandora 278
Panorama Consulting Solutions 325
parallel activities, project management 376, 377
Parasuraman, A. 400, 403, 405
Pareto analysis 164–5
Pareto’s law 280, 347, 405
Parfitt, Tim 157
partitioning demand 247
partnerships, strategic 349, 350–1
passive customer–technology interactions 136
p-charts 419–21, 424
P:D ratios 219–20, 330
Peppard, J. 172, 459
performance frontiers 46, 47
performance/importance matrix 41–2, 171, 446
performance improvement 445–55
performance measurement 440–5
performance standards 445
perishability 12
perpetual physical inventory checking (PPI) 331
perpetual systems 282
Peters, Tom 100
Peugeot 292
Phonak 67
physical design 200
physical distribution management 365–7
Pidd, M. 177
Pine, B. 158
pipeline inventory 277
Pisano, G. 35
Plan–Do–Check–Act (PDCA) cycle 451, 452
planned factors 245
planned order release (POR) 333
planning and control 217–39
Platts, K.W . 37
point rating see weighted scoring
point-solution business process management 448
Poisson distribution 253, 422
pokayoke 306
police forces 443–4, 456–60
custody-of-prisoner process 184–7
workforce scheduling 227–9
Porter, Michael E. 10, 209, 350
postponement, agile and lean supply chains 348
precedence 83, 84
precedence diagrams 84, 87
predetermined motion time system (PMTS) 205
predictability, agile supply chains 347
prefabricated homes 390–1
preliminary design 151
presentation customization 158
Pret a Manger 210
preventative maintenance 246
prevention costs, quality 402, 403
price discounting 250–1
price procurement 358
price variation 249
primary sector 11
priority control 226, 231
private sector 11
private warehouse 366
problem-solving skills 56, 451, 453
process 298
process activity charts 173–5
process aligned supply chains 346
process batch 233
process capabilities, SPC concepts 425
process charts see process activity charts
process control systems 131
process design 48, 170–91
evaluating alternatives 172
identifying and documenting 171–2
relationship with product/service design 145
steps in 171–3
tools for 172–89
process focus 48
process improvement teams 452
process layout 72, 74–5, 79, 81
process mapping 80, 172, 173–6, 180, 304
process technology 14–15, 125–42, 230
choosing 136–8
for customers 135–6
for information 130–5
for materials 126–30
process times, input/output control 230
process type 55–70
case studies 65–9
manufacturing 56–9
matching with volume and variety 62–3
selection 72
see also process design
process view
operations 8–10
organizations 9, 442
process vision 450
procurement 355–63
costs 356
definition 355
e-procurement 346, 363–5
information systems 362
sourcing options 359
steps 356–8
supplier selection 358–61
producer services 11
producer’s risk, acceptance sampling 426–7, 428
product and service design 143–69
product characteristics 161
product flexibility 28, 29
product focus 48
production activity control 226
production design 154–5
production flow analysis (PFA) 81–3
production-line approach 196
production plan 242
productivity 4, 441
product layout 72, 77–8, 80
product life cycle (PLC) 145, 147–8, 323
product mix 102, 243–5
product/service life cycle (PLC) 42–3
professional services 14, 59, 60, 61, 62
profitability goal, performance objectives 22
project cost graphs 383–4
project crashing 384–6
project estimating 375–6
project evaluation and review technique (PERT) 376, 378, 386–8, 389
project management 371–96
activities 375–8
case studies 373–4, 390–2
network analysis 378–89
in the organization 372–4
systems concepts 377
project managers, role 378
project matrix 375
project network simulation 388–9
project planning 376–7
project process 55, 56–7
project structure 374–5, 378
prototyping 450
provider-located services 12, 109
Psion 279
psychology of queues 255–7
public sector 11
public warehouse 366
purchase-to-order organizations 330
Pure Gym 49–50
push and pull production systems 306–8
push–pull boundary 348
QCDSM measures 452
qualifying competitive factors 38, 39–43
qualifying factors 445–6
qualitative forecasting methods 258–9
quality 397–438
acceptance sampling 425–30
case studies 409–10, 412–13, 431–5
costs 399–400, 401–3, 404, 408, 410–13
customer definitions 400–1
customer-oriented quality improvement 405–6
customer quality measures 403–4
definitions 27, 398–401
financially oriented quality improvement 404–5
financial quality measures 401–3, 404
goal 23
improving 404–14
ISO 9000: 413–14
measurement 401–4
operational quality measures 401, 404
operations-based view 399
operations management 23, 27
poor 402
product-based view 399, 400
quality–cost trade-off 402–3
service 400–1
supplier selection 358
transcendent view 398, 400
user-based view 399, 400
value-based view 399
zero-defect quality–cost trade-off 403, 404
quality assurance 407
quality awards 414
quality circles 452
quality control 407, 408
quality functional deployment (QFD) 156, 160–2, 411
quality gap 405–6
‘quality gurus’ 401, 407
quality improvement programmes 208, 407–8
quality inspection 407
quality loss function (QLF) 162–3, 404
quality management system (QMS) 413
quality managers 4
‘quality of conformance’ 27, 399
quality of life 113
quantitative forecasting methods 259–66
quasi-manufacturing 62
queues, psychology of 255–7
queuing theory 172, 243, 252–7
  case study 267–8
  equations 253–5
  variability and utilization 299
queuing time 76, 230–1
Quick Response Manufacturing (QRM) 349

Radford, R. 64
radical innovations 144, 145
radio frequency identification (RFID) 133–5, 139–40
raw materials inventory 276
R charts 416–18, 424
Reading, Steve 302
Reed, Richard 198
regional operations 98, 99
regression analysis 263, 264–6
Reichental, Abe 66
reintermediation 353–4
relationship charts 80
relationship matrix 161
relative importance, competitive factors 39–43
reliability 152–4
Renault 292
reneging 253
Renishaw 67
reorder point model (ROP) 281, 282–4
research and development (R&D) 8, 146–7
resistance to change 454
resource-based operation strategy 14, 34–6
  market-based approach 34–6
resource-constrained projects 375
resource drivers 442, 444
resource planning 327–8
resource-to-order 218, 219, 220, 330
resource types 34–6
retail layout design 80
retail managers 4
reverse engineering 147
reward systems 9
Riken 301
risk
  acceptance sampling 426–8
  e-procurement 363
  samples 426–8
  risk priority number (RPN) 159
  RNLI 30
road traffic accident (RTA), process mapping 175–6
robots 126, 128–9
robust design 162, 164
Roko 50
roof matrix 161
Roos, Daniel 297, 316
rope 233–4
Rose, Sir Stuart 91
rough-cut capacity plan (RCCP) 328
Rowland, P. 172, 459
Rummler, G.A. 447
run patterns, control charts 422–4
Russell, R.S. 64, 80, 451
Ryanair 136
Sacree, Jeff 30
safety stock 276, 282–4
Sainsbury’s 138–9
sales force automation 327
samples
  acceptance 425–30
  design 425–30
  error types 415, 426
  plans 429–30
  risk 426–8
  sizes 424
’sandbagging’ estimates 389
sandcone theory 47
SAP 325, 327
  enterprise resource planning 322, 323
Sapolsky, H.M. 378
Satair 302
scalability, agile supply chains 347
scale of process technology 136–7
schedule variance (SV) 384
scheduling 225–31
  see also control
Schefenacker Vision Systems 32
Schneider, B. 193
Schniederjans, M.J. 312
Scholes, K. 23
Schonberger, Richard 32
scope aspects, strategy definition 23
SCOR model 445
secondary sector 11
Selecta Biosciences 325–6
self-directed work teams 197
self-service facilities 62
sell-side e-Commerce 132–3
Senge, Peter 453–4
sensitivity analysis 180–1
separated services 12, 108, 109
sequencing 221–4
serial activities, project management 376
serial relationships 84
service blueprinting 172, 176–7
service concept 155
service delivery, classification by simultaneity 13–14
service design 155–7
service factory 62
service operations
management 10–14
types of 12–14
service package 156
service process types 59–62
alternative 61–2
service quality 400–1
service quality gap 401
services, location decision in 111
service shops 59, 60, 61, 62
services shift 16–17
service system mapping (SSM) 176
servitization 11
SERVQUAL 401, 403–4, 405
setup reduction (SUR) 245, 304–6
setup time 230
Sheehan, M. 456
Shewhart, W. 407
Shingo, Shigeo 219, 304–6
Shostack, L.G. 172, 176
Shulman, Stacey 140
Siewers, David 325–6
silos 182–3
simple regression 263
simulation modelling techniques 84, 230, 243,
447, 450
simultaneity 13–14
simultaneous development see concurrent design
simultaneous engineering 158–9
single-card kanban 309
single-channel queuing system 253
single minute exchange of dies (SMED) 306
single-sampling plans 429
single server queue 253
single sourcing 359
single-user warehouse 366
site costs 110
Six Sigma quality programme 4, 183,
410–13, 425
case study 412–13
definition 410
DMAIC methodology 411–12
implementation 412
skill variety 194–5
Skinner, W. 45, 47
Slack, N. 40, 44, 138, 171, 399, 446, 460
small and medium-sized enterprises (SMEs) 118–19, 324
Smith, Adam 5, 182
Smith, G. 448
Snadden, Ian 279
sociotechnical systems 198–9
software systems 126, 363
see also specific systems
Sony 118, 182, 183
sourcing options, procurement 359
space tourism 101
speed
agile supply chains 347
strategy and 27–8
Spencer Davis Engineering 127–8
spreadsheets 344, 345
SPT/SOT (shortest process time/shortest operating time) 221, 223
square-root law 278
Srinivasan, Venu 431–2
SSP 166
staff
  multiskilled floating 249
  part-time 248
  see also labour; teams
stakeholders 23–4
Starbucks 210, 279
Starkey 67
statistical process control (SPC) 404, 411, 414–25, 452
  assignable causes of variation 415
  attribute data control charts 419–22
  chance causes of variation 414, 415
  control charts 306, 416–24
  definition 414
  ‘out of control’ processes 414–15, 421
  run patterns 422–4
  sample size 424
  tolerances, control limits and process capability 425
  variable data control charts 416–19
Stevenson, W.J. 275
Steyn, H. 389
stock buffers 233, 234
Stratasys 66, 67
strategic business unit (SBU) 24
strategic decisions 453
strategic information systems 131
strategic partnerships and alliances 349, 350–1
strategic role of operations 14
strategy matrix 44
Stringer, Sir Howard 182
structural decisions 43–4
Stryker 68
student’s perspective of transformation process 17–18
subcontracting networks 105, 248
suggestion schemes 452
Sumitomo Mitsui 119
Summers, John 359, 360, 361
Sundaram-Clayton 432
supplier relationship management (SRM) 34
  selection steps 358
  types 342–3
supply chain management (SCM) 7, 323, 341–70
supply chain operations reference (SCOR) model 445
supply chains 343–55, 359–61, 362
  agile 346–8
  case studies 351–2, 359–61, 362, 368–9
  definition 342
  design 343–55
  integration 349–55
  lean 347–8
  procurement 355–65
  structure 342–3
  terminology 343
  variability 344–6
supply network design 97–102, 343
supply networks 99, 100
supply-side decision factors 109–10
supply web 343
supported customer–technology interactions 136
supporting facility 156
Suri, R. 349
Suzuki 431
tablet devices 279–80
tactical decisions 453
Taguchi, Genichi 162–4, 404
Taguchi methods 156, 162–4
tangibility 12
target-oriented quality 163
task identity 194–5
task significance 194–5
task time variability 84
Taylor, B.W. 64, 80, 451
Taylor, Frederick W. 6
TCP/IP 130
team leaders, roles 372, 378
teams 4, 32, 90, 158–9, 160, 161, 195, 203, 376, 378, 384, 407, 411, 433, 434, 446, 448, 450
technical analysis 151
technical assessments and design targets 161
technological skills 34
Teece, D.J. 35
teleconferencing 131
temperature 201
Tesco 236
Texon 35
textile manufacturing 112
Thompson, Allan 336–7
three Ms 299
throughput 231, 233
time buffers 233, 234
time-constrained projects 375
time series analysis 259
time series decomposition 261–2, 263
time study 6, 203–4
Tokyo-Mitsubishi UFJ 119
tolerances, quality controls 425
‘top-down’ approach, strategy formulation 24
total preventative maintenance (TPM) 303, 304
total productive maintenance (TPM) 300
total quality control 407
Towill, D. 347
Toyota 118, 119, 299, 300–1, 304, 309, 315, 316
trade-offs 45–7
training
  information technology 454
  quality 412
  services 245
    Six Sigma quality programme 412
    Tramah 268
transaction processing system (TPS) 131, 138–9
transportation 108, 298, 367
  costs 102
  time 230
Triathlon Homes 374
Turney, P.B.B. 442
TVS 431–2
type I and II errors 415, 426

UK Space Agency 101
United Airlines 268
United Artists Cinemas 267
unnecessary movements 298

unplanned factors 245–6
upper control limit (UCL) 414, 415
upstream suppliers 342–3
US Department of Justice 267
U-shape product layout 78
Ushida Findlay Architects 392
utilization 246, 299
validation, BPS models 180–1
value added 10
value-added network (VAN) 130
value analysis (VA) 160
value chain 10, 350
value-chain business process management 448
value engineering (VE) 159, 160, 302
value for money 399
value stream mapping (VSM) 304, 305
Van Dierdonck 196
Van Looy, B. 196
variability 299–300
variable data control charts 416–19
variable demand 283–4
variable lead time 284
variable-sampling plans 430
Vauxhall 292–3
vendor managed inventory (VMI) 291
verification, BPS models 180–1
vertical integration 349, 351, 354–5
Virgin Galactic 101
virtual organizations 349, 351–4
virtual supply chains 346
visibility, agile supply chains 347
visibility lines, service blueprinting 176, 177
vision, process 450
visual control 306
visual interactive modelling (VIM) 178
Vivendi 32
volume flexibility 28, 29
volume/variety mix 137–8
Volvo 198
Vonderembse, M.A. 158

waiting time 252, 298
Waitrose 236
Walker, Simon 101
Wal-Mart 108, 235
Wandell, Keith 317
warehousing 365–6
Warner, Ben and Hugo 157
waste elimination 297–300
Watanabe, Katsuaki 301
Waters, D. 276
Waters, J.A. 24
Watt, James 5
weighted contribution 150
weighted scoring 112–13
Welch, Jack 183
Wembley Stadium 373
Westbury 391
Wheelwright, S.C. 25, 62, 372
White, G.P. 158
Whitney, Eli 5
Whittington, R. 23
wide area network (WAN) 130
Widex 67
Wight, O. 334
Willcocks, L. 448
Wilson Connolly 391
Wine Innovations 166–7
Wohlers, Terry 67
Womack, James P. 397, 312, 316
work breakdown structure (WBS) 377
work design see job and work design
Workflow Management Systems (WFMS) 131
workforce scheduling 226–9, 235
work groups, autonomous 198
working hours 243
work in progress (WIP) 226, 231, 276, 277
work measurement 203–8
work package 377
work sampling 205–6
workshift scheduling 248
work study 201–9
World Wide Web (WWW) 130
see also Internet
Wurster, T.S. 351
X-12-ARIMA 262
X charts 416–17, 418, 424
Xerox 412–13
XML 363
Yamakawa, Tetsufumi 119
Yell 433–4
yield management 250–1
Yodel 369
Yokoi, Hirofumi 301
Zara 348
Zeithaml, V.A. 400, 403, 405
zero-defect quality–cost trade-off 403, 404
Zuboff, Shoshana 449, 453