

## Chapter

# 1

# Using Operations to Create Value

### DISCUSSION QUESTIONS

1. ~~For many~~ ~~the~~ ~~most~~ ~~common~~ ~~specifications~~ ~~demands~~ ~~that~~ ~~processes~~ ~~underlie~~ ~~all~~ ~~of~~ ~~our~~ ~~jobs~~. ~~What~~ ~~might~~ ~~be~~ ~~surprising~~ ~~is~~ ~~how~~ ~~many~~ ~~students~~ ~~would~~ ~~put~~ ~~their~~ ~~jobs~~ ~~in~~ ~~the~~ ~~category~~ ~~of~~ ~~"value."~~ ~~What~~ ~~might~~ ~~surprise~~ ~~many~~ ~~jobs~~ ~~do~~ ~~not~~ ~~fall~~ ~~nearly~~ ~~into~~ ~~any~~ ~~one~~ ~~functional~~ ~~area~~. ~~Perhaps~~ ~~many~~ ~~of~~ ~~the~~ ~~jobs~~ ~~in~~ ~~the~~ ~~"value"~~ ~~category~~ ~~might~~ ~~best~~ ~~be~~ ~~called~~ ~~"operations."~~ ~~As~~ ~~further~~ ~~reflection~~. ~~Customer~~, ~~internal~~ ~~and~~ ~~external~~, ~~are~~ ~~part~~ ~~of~~ ~~such~~ ~~processes~~, ~~and~~ ~~the~~ ~~goal~~ ~~is~~ ~~to~~ ~~manage~~ ~~the~~ ~~process~~ ~~to~~ ~~add~~ ~~the~~ ~~most~~ ~~value~~ ~~for~~ ~~them.~~
2. ~~Amazon.com~~ ~~offers~~ ~~a~~ ~~very~~ ~~broad~~ ~~range~~ ~~of~~ ~~services~~ ~~and~~ ~~products~~ ~~at~~ ~~competitive~~ ~~prices~~. ~~Its~~ ~~competitive~~ ~~position~~ ~~would~~ ~~include~~ ~~fast~~ ~~delivery~~ ~~times~~, ~~convenience~~, ~~customization~~, ~~variety~~ ~~and~~ ~~selection~~ ~~opportunities~~. ~~As~~ ~~in~~ ~~business~~, ~~Amazon.com~~ ~~is~~ ~~actually~~ ~~assembling~~ ~~a~~ ~~customized~~ ~~basket~~ ~~of~~ ~~goods~~ ~~that~~ ~~must~~ ~~be~~ ~~delivered~~ ~~in~~ ~~a~~ ~~short~~ ~~window~~ ~~of~~ ~~time~~ ~~in~~ ~~a~~ ~~dependable~~ ~~fashion~~. ~~Delivery~~ ~~improvements~~ ~~are~~ ~~needed~~ ~~to~~ ~~remain~~ ~~competitive~~. ~~To~~ ~~remain~~ ~~in~~ ~~business~~, ~~Amazon.com~~ ~~will~~ ~~need~~ ~~to~~ ~~continue~~ ~~driving~~ ~~high~~ ~~levels~~ ~~of~~ ~~traffic~~. ~~Operations~~ ~~strategy~~ ~~must~~ ~~focus~~ ~~on~~ ~~stocking~~ ~~in~~ ~~variety~~ ~~and~~ ~~quick~~, ~~economical~~, ~~and~~ ~~dependable~~ ~~delivery~~.
3. ~~The~~ ~~hospital~~'s ~~commitment~~ ~~to~~ ~~24-hour~~ ~~operations~~ ~~for~~ ~~patients~~ ~~arriving~~ ~~as~~ ~~the~~ ~~emergency~~ ~~unit~~ ~~in~~ ~~less~~ ~~than~~ ~~30~~ ~~minutes~~ ~~implies~~ ~~that~~ ~~the~~ ~~hospital~~ ~~cannot~~ ~~afford~~ ~~to~~ ~~have~~ ~~extra~~ ~~capacity~~ ~~in~~ ~~both~~ ~~beds~~ ~~and~~ ~~emergency~~ ~~room~~ ~~facilities~~. ~~It~~ ~~must~~ ~~plan~~ ~~on~~ ~~having~~ ~~extra~~ ~~personnel~~ ~~in~~ ~~the~~ ~~emergency~~ ~~room~~ ~~and~~ ~~also~~ ~~plan~~ ~~on~~ ~~having~~ ~~additional~~ ~~emergency~~ ~~personnel~~ ~~on~~ ~~call~~ ~~to~~ ~~take~~ ~~care~~ ~~of~~ ~~unexpected~~ ~~heavy~~ ~~loads~~. ~~In~~ ~~line~~ ~~with~~ ~~the~~ ~~previous~~ ~~statement~~, ~~maximum~~ ~~utilization~~ ~~of~~ ~~the~~ ~~facilities~~ (~~beds~~, ~~beds~~ ~~and~~ ~~emergency~~ ~~room~~ ~~personnel~~) ~~would~~ ~~not~~ ~~be~~ ~~one~~ ~~of~~ ~~the~~ ~~performance~~ ~~objectives~~ ~~for~~ ~~the~~ ~~hospital~~.
4. ~~FedEx~~ ~~traditionally~~ ~~has~~ ~~competed~~ ~~on~~ ~~the~~ ~~basis~~ ~~of~~ ~~dependable~~ ~~delivery~~. ~~Before~~ ~~the~~ ~~boom~~ ~~in~~ ~~Internet~~ ~~applications~~, ~~many~~ ~~businesses~~ ~~relied~~ ~~on~~ ~~FedEx~~ ~~to~~ ~~get~~ ~~things~~ ~~to~~ ~~other~~ ~~businesses~~ ~~overnight~~. ~~Now~~, ~~this~~ ~~need~~ ~~is~~ ~~beginning~~ ~~to~~ ~~change~~, ~~as~~ ~~sophisticated~~ ~~systems~~ ~~are~~ ~~being~~ ~~installed~~ ~~to~~ ~~assist~~ ~~companies~~ ~~in~~ ~~planning~~ ~~overnight~~ ~~routes~~. ~~And~~, ~~the~~ ~~Internet~~ ~~based~~ ~~companies~~ ~~are~~ ~~adding~~ ~~more~~ ~~demands~~ ~~for~~ ~~low~~ ~~cost~~ ~~overnight~~ ~~deliveries~~ ~~to~~ ~~specific~~ ~~customer~~ ~~doors~~. ~~FedEx~~, ~~in~~ ~~order~~ ~~to~~ ~~remain~~ ~~competitive~~ ~~with~~ ~~UPS~~, ~~such~~ ~~as~~ ~~UPS~~, ~~has~~ ~~moved~~ ~~into~~ ~~the~~ ~~door-to-door~~ ~~delivery~~ ~~business~~, ~~perhaps~~ ~~through~~ ~~acquisitions~~. ~~Nonetheless~~, ~~it~~ ~~will~~ ~~require~~ ~~changes~~ ~~to~~ ~~this~~ ~~company~~'s ~~concept~~ ~~of~~ ~~value~~.
5. ~~Technology~~ ~~Management~~. ~~To~~ ~~identify~~ ~~a~~ ~~market~~ ~~segment~~, ~~we~~ ~~should~~ ~~determine~~ ~~answers~~ ~~to~~ ~~questions~~ ~~such~~ ~~as~~: ~~Which~~ ~~colleges~~ ~~and~~ ~~departments~~ ~~currently~~ ~~offer~~ ~~the~~ ~~subject~~? ~~What~~ ~~are~~ ~~instructors~~ ~~doing~~ ~~in~~ ~~the~~ ~~way~~ ~~of~~ ~~textbook~~ ~~support~~? ~~Is~~ ~~there~~ ~~a~~ ~~trend~~ ~~toward~~ ~~Technology~~ ~~Management~~ ~~courses~~? ~~Are~~ ~~there~~ ~~other~~ ~~Technology~~ ~~Management~~

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web a selection of lovely science experiments suitable for use in the early years the pack contains 2 experiments about colour and 1 about elephants each experiment contains

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web resource for ks1 and kindergarten based on the story of elmer the elephant hand drawn pictures for the children to cut out sequence write about and colour in to

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web apr 2 2019 story sequencing 4 per a4 to support teaching on elmer pencil control path worksheets to support teaching on elmer elmer the rainbow elephant song

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web a sequence of activities for early years foundation stage session 1 share the front cover of the text with the children what do they already know about elmer scribe children s

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web elmer sequencing sheets sb3128 a set of simple black and white elmer story pictures 4 to a page that can be cut out and sequenced alternatively they can be used as

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web these lovely a4 story sequencing cards are great for increasing and assessing familiarity with the main events in the story of elmer the set includes 9 cards in total with a

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web elmer elmer the elephant by david mckee has been a children s classic for years as have his other elmer stories and tells the story of a patchwork elephant that goes on many

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web elmer sequencing elmer sequencing tsd library stories learn the power of stories and the skills that are gained

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web outline of elmer and have the children stick on their squares as elmer s patches clpe org uk this sequence of activities was designed in partnership with clpe

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web you can find everything from elmer activities elmer story sacks emotion words display posters story sequencing activities patchwork displays and more to make your