

Case Study In Operations Management

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ABSTRACT

This case study is conducted within the context of the Theory of Constraints. The field research reported in this document contains information specific to the telecommunications industry. An examination of the history, organization design, problems and solutions for one telecommunications company are undertaken from the perspective of academic work in the Theory of Constraints. The information included in this document was developed through interviews with four senior managers including the President, the Chief Technology Officer, a Vice President and a department manager. Their responses were the basis of identifying problems and undesirable effects. The undesirable effects were diagrammed in six UDE clouds dealing with the following issues: 1- unclear vision from management to employees; 2- supplier; 3- market; 4- the price and regulation environment; 5- production; and 6- bureaucracy. These undesirable effects were logically examined until a single cloud depicting the core conflict was found. This core conflict is the company cannot simultaneously choose to make money over time through both conducting business as usual, and through means that are adapted to the environment and customer needs. Solutions tried to date by the company are explained. These solutions are reviewed from both an internal and external perspective. Alternative solutions are examined, as are obstacles to reaching the desired state. The case concludes with thoughts on the future desired state.

INTRODUCTION

The Theory of Constraints, introduced by Eliyahu M. Goldratt, is a philosophy of management and a means of achieving improvement that focuses on finding and correcting the weakest link in a chain of events (Goldratt, 1992). Today, Theory of Constraints philosophy has been, and continues to be, utilized in many practical applications in production, project management, distribution, supplier relations and other areas. In order to review the underlying concepts within Theory of Constraints, this field research is conducted as a means of evaluating conditions in the current telecommunications environment. The application of these concepts should be of interest to the practitioner and academic alike as achieving improvement is a continuous area of management concern. The process of evaluation undertaken here can be similarly used in other situations and industries.

OVERVIEW OF THE TELECOMMUNICATIONS INDUSTRY AND ENVIRONMENT

The telecommunications industry is characterized as serving consumers and businesses by installing infrastructure, managing or providing business services, and providing services to consumers.

The telecommunication services industry includes firms that provide electronic communications using wire networks or fiber-optic lines. The U.S. wireline infrastructure consists of over 750,000 miles of aerial wire, 3.5 million miles of cable, and more than 4.5 million miles of optical fiber (Encyclopaedia of American Industries, 2001). The services provided often utilize satellite and microwave systems as well. Long distance carriers typically pay a fee to have local carriers route long distance calls to their lines.

HISTORY

The Telecommunications Act of 1996 (Federal Communications Commission, 2003) maintained that the industry was largely divided into long distance carriers and local telephone companies. Local companies provide basic telephone services by bringing telephone access lines into homes, connecting new customers, and servicing local lines

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65 Case Study Ideas In Production,operation,supply Chain And Logistics Management Dr. Asim Kumar

Bandyopadhyay,2022-04-26 This book is a compilation of case study ideas in the areas of production operation supply chain and logistics management POM SCL also incorporating operation strategies This book has been designed conforming to the standards of this common subject for the courses of Master of Business Administration MBA and Post Graduate Diploma in Management PGDM prescribed by the All India Council of Technical Education AICTE and University Grants Commission UGC The book consists of sixty five case study ideas covering almost the entire gamut of the subject concerned All these cases are based on Indian organizations industries using the characters with names typically Indian and the narrations of these cases reflect Indian work culture value systems and ethos All these cases are followed by a set of about half a dozen questions pertaining to the narrations with the corresponding answers suggested for the guidance of the teachers and the students alike Apart from making the book very convenient and handy for studying the subject it is also aimed at dispelling fears and apprehensions among the students with non science non technical background that they seem to have about this subject Getting familiar with the numerical exercises given and solved in this book by practice will make passing this subject a cakewalk for any average student The cases are so designed as to expose the students to the realities and challenges to the actual professional life while still seating in the class rooms much before entering a professional career The book provides a colossal value addition as both a complement and a supplement to the theories in the text books Production/operations

Management Thomas E. Hendrick,1985

Logistics, Supply Chain and Operations Management Case Study

Collection David B. Grant,2016-03-03 The Logistics Supply Chain and Operations Management Case Study Collection contains real life scenarios from leading companies including Volvo Vortex Honda of America Green Cargo and Swedish Transport Administration It includes a foreword by Martin Christopher Comprehensive in scope and scrupulous in detail this collection includes actual events experienced by businesses of every size from SMB s to some of the most successful corporations in manufacturing transportation hospitality and other industries Readers will discover proven tactics and innovative solutions for handling uncertainties solving problems and circumventing risk plus a wealth of information to guide strategy and decision making Readers involved in logistics and supply chain management will find the Logistics Supply Chain and Operations Management Case Study Collection full of immediate application of strategies and tactics to situations and challenges valuable tools for testing management proficiency in crisis mitigation and resolution independent learning modules and professional training programmes expanded question and answer sections designed to measure knowledge transfer and lessons learned engaging topical situations highly relevant to the fields of logistics supply chain management and operations Students and prospective managers will learn crucial skills to meet current challenges qualify for professional advancement and achieve success *Cases in Operations Management* Robert Johnston,1997 The second edition of this

clearly structured text provides ready to use cases based on company experiences For easy use the cases have been grouped into subject areas which students are likely to face on a typical operations management course

Business Management of Telecommunications Heinrich M. Schoening,2005 With the increasing necessity of today s use of telecommunications technologies businesses need to manage their telecommunications machines effectively to derive the benefits of telecommunication technology This book provides readers with the knowledge to develop both strong business management and technology skills necessary to become successful telecommunications managers Combines both topics of business management and technology management skills by using business management tools and techniques to manage a company s telecommunications function thereby maximizing benefits and minimizing associated costs A reference manual for individuals working in the telecommunications field

Operations Management with Cases in Operations Management Slack,Harrison,2003-02-07 This is a great value multipack consisting of Slack Operations Management 3 e ISBN 0273646575 Johnson Harrison Cases in Operations Management 3 e ISBN 0273655310

Pharmaceutical Operations Management Pankaj Mohan,Jarka Glassey,Gary A. Montague,2006-03-16 This book brings together a winning team of international operations experts to set the framework for building a world class manufacturing organization Pharmaceutical Operations Management focuses on key concepts such as Policy Execution Risk Management Supply chain modeling Advance process control and Six Sigma for the pharmaceutical industry critical techniques which will offset cost increase efficiency and turn any manufacture into financial winner

Cases and Readings in Production and Operations Management Joseph C. Latona,Jay Nathan,1994 Collection of brief cases and readings to be used as a supplement to any P OM text They emphasize both the manufacturing service aspects of production and operations management Discussion questions at the end of each case and reading are provided to help analyze and evaluate the material

Readings in Production and Operations Management Elwood Spencer Buffa,1975

Operations Management Jay H. Heizer,Jay Heizer,Barry Render,2004 Now in its seventh edition this text provides a state of the art overview of operations management It includes a new chapter on capacity planning and a behind the scenes look at the integration of operation management at Hard Rock Cafe

Municipal Reference Library Notes New York Public Library. Municipal Reference Library,1958

The Principles of Factory Organization and Management Ralph Currier Davis,1928

Management Arthur G. Bedeian,1993

Computers in Agriculture and Natural Resources Fedro S. Zazueta,2006

The Work Study Journal ,1948

Ideas for Management ,1962

INFORMS Annual Meeting Institute for Operations Research and the Management Sciences. National Meeting,2005

Management Decision ,1987

3rd International Conference on Advances in Power System Control, Operation & Management ,1995

CNY Centro, Syracuse, New York Bus Maintenance Management Case Study Maria L. Kosinski,1984

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Table of Contents Operations Management Case Study Solutions

1. Understanding the eBook Operations Management Case Study Solutions
 - The Rise of Digital Reading Operations Management Case Study Solutions
 - Advantages of eBooks Over Traditional Books
2. Identifying Operations Management Case Study Solutions
 - 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 Operations Management Case Study Solutions
 - User-Friendly Interface
4. Exploring eBook Recommendations from Operations Management Case Study Solutions
 - Personalized Recommendations
 - Operations Management Case Study Solutions User Reviews and Ratings
 - Operations Management Case Study Solutions and Bestseller Lists
5. Accessing Operations Management Case Study Solutions Free and Paid eBooks
 - Operations Management Case Study Solutions Public Domain eBooks
 - Operations Management Case Study Solutions eBook Subscription Services
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6. Navigating Operations Management Case Study Solutions eBook Formats
 - ePub, PDF, MOBI, and More
 - Operations Management Case Study Solutions Compatibility with Devices
 - Operations Management Case Study Solutions Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Operations Management Case Study Solutions
 - Highlighting and Note-Taking Operations Management Case Study Solutions
 - Interactive Elements Operations Management Case Study Solutions
8. Staying Engaged with Operations Management Case Study Solutions

- Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Operations Management Case Study Solutions
9. Balancing eBooks and Physical Books Operations Management Case Study Solutions
- Benefits of a Digital Library
 - Creating a Diverse Reading Collection Operations Management Case Study Solutions
10. Overcoming Reading Challenges
- Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Operations Management Case Study Solutions
- Setting Reading Goals Operations Management Case Study Solutions
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Operations Management Case Study Solutions
- Fact-Checking eBook Content of Operations Management Case Study Solutions
 - 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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