

# Case Study In Operations Management

Victoria L. Figgel, (E-mail: vfiggel@trny.edu), Troy University  
James M. Whitlock, (E-mail: whitlock@trny.edu), Troy University

## 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

Theory of Constraints, introduced by Eliyahu M. Goldratt, is a philosophy of management and a means of achieving improvement that focuses on finding and connecting 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, 2004). 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

# Operational Management Case Studies

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challenges in industries ranging from pharmaceuticals to fashion and previews issues ranging from the limits of lean to the potential of 3 D printing Cases vary in length and complexity offering maximum flexibility to both instructors and readers a convenient table provides fast access to specific topics Qualitative cases are supported by relevant discussion questions and sample responses quantitative cases are supported by completed numerical solutions and where applicable associated spreadsheets *Production/operations Management* Thomas E. Hendrick,1985 *Operations Management* Tom Batley,University of Otago. Faculty of Commerce,1980\* **Conducting Case Studies for Operations Management Research** David M. McCutcheon,Jack R. Meredith,University of Cincinnati. College of Business Administration. Operations Management and Information Systems,1992 **Applications of Operations Research and Management Science** G. S. R. Murthy,2015-06-15 This book includes case studies that examine the application of operations research to improve or increase efficiency in industry and operational activities This collection of living case studies is all based on the author s 30 year career of consulting and advisory work These true to life industrial applications illustrate the research and development of solutions as well as potential implementation and integration problems that may occur when adopting these methods into a business Among the topics covered in the chapters include optimization in circuit board manufacturing Decision Support System DSS for plant loading and dispatch planning as well as development of important test procedures for tyre and pharma industry with shelf life constraints In particular the study on deckle optimization should be of great help to managers in paper industry and consultants for development of deckle optimization software The application of operations research throughout the industry makes it an ideal guide for industrial executives professionals and practitioners responsible for quality and productivity improvement *Research Methods for Operations Management* Christer Karlsson,2016-05-31 *Research Methods for Operations Management* second edition is a toolkit of research approaches primarily for advanced students and beginner researchers but also a reference book for any researcher in OM Many students begin their career in research limited by the one or few approaches taken by their department The concise accessible overviews found here equip them with an understanding of a variety of methods and how to use them enabling them to tailor their research project to their own strengths and goals The more seasoned researcher will find comprehensive descriptions and analyses on a wide variety of research approaches This updated and enhanced edition responds to the latest developments in OM including the growing prominence of services and production of intangible products and the increasing use of secondary data and of mixed approaches Alternative research approaches are included and explored to help with the early planning of research This edition also includes expanded literature review and analysis to guide students towards the next steps in their reading and more detailed step by step advice to tie theory with the researcher s own practice Including contributions from an impressive range of the field s leading thinkers in OM research this is a guide that no one embarking on an OM research project should be without *International Operations Management: Concepts and Applications* Chung Lai Johnny Wan,Yulan

Wang,2025-08-11 This textbook provides a comprehensive exploration of international operations management examining its principles challenges and strategies It also introduces essential tools and frameworks that allow professionals to improve their management practices in a global context Structured into twelve chapters the book begins by introducing the distinctions between operations management and international operations management laying the foundation and relevance of the subject Subsequent chapters delve into key topics such as globalization cultural differences exchange rates foreign direct investment international operations management strategies contract manufacturing logistics and distribution production and sourcing risk management green supply chain practices the impact of Industry 4 0 on global operations and international operations management tools A valuable source of information and reference for researchers students practitioners and consultants in the field of global operations and supply chain management International Operations Management Concepts and Applications is also an ideal book for undergraduate and postgraduate courses in international operations management or global operations management **Operations Management** Peter Jones,Peter

Robinson,2012-03-22 An integrated media and text solution which clearly demonstrates the relevance of operations to everyday business activities through extensive use of text and running video case studies from companies such as Ikea Domino s EasyJet and Ticketmaster A truly engaging package for those with little knowledge or experience in operations management **Cases in Operations Management** ,1993 Operations Management Unleashed: Streamlining

Efficiency and Innovation Dr.Garima Mathura,2023-08-17 Unleash the potential of operations management with strategies to streamline efficiency and foster innovation This book provides practical guidance for managers aiming to optimize processes and drive operational excellence **Production & Operations Management** Upendra Kachru,2009 This book takes a

pedagogical approach that is participative and interactive involving the case study method of learning Chapters start with an Indian case study of a well known company This is used as a capstone case for the chapter The student will find this an easy learning experience as data and additional information for these enterprises is readily available The selection of such cases makes classroom learning truly suited to the Indian business environment The value driven approach to Operations Management is used in structuring the text into three modules The first module discusses the infrastructure function of Operations Management Infrastructure function is considered to be product process capacity and location Module Two describes the structure of the operations function This includes quality and other product transformation processes Module Three focuses on the organization people and processes i e the job the work and the workplace In addition most of the mathematical techniques have been separated into supplements attached to the relevant chapters Software solutions for the techniques have been explained in the text Every mathematical technique is exemplified with a number of solved problems Unlike many Production and Operations Management texts this book covers E commerce Industrial Safety Maintenance Environmental Management Green Productivity and new technological trends in the discipline These sections should add to

the significance of exploring how firms can gain competitive advantage and promote sustainable development at the same time The last section of the book comprises of a selection of cases from The Indian Institute of Management at Ahmedabad The cases encompass the entire spectrum of Indian Industry the private and the public sectors professional and family managed business organizations service and manufacturing industries single industry and conglomerates The cases relate to Operations Strategy Supply Chain Management Capacity Planning New Products Manufacturing Technologies etc The Case Studies are of world class Prof Tirupati one of the authors of the case studies according to Management Science has penned one of the top 100 management articles in the 50 years The book is comprehensive lucid and easy to read and understand It should be of great value both to students and faculty      **Operation Management** Louis Taunton (Researcher),2014

*Cases In Operations Management : Building Customer Value Through World-Class Operations* Klassen,2010-10-07 Cases in Operations Management is unique in its strong grounding in real world decisions The cases are structured into six modules each offering an overview of key concepts Given that most managers will need to function effectively in an international context the cases draw from challenges faced by experienced managers in such varied settings as China France India Italy Japan Netherlands Trinidad Vietnam and others in addition to the U S and Canada These cases continue to illustrate basic concepts while expanding students understanding of economic political and cultural concerns that must be interwoven into such key areas as process design quality and supply chain management Features strong decision orientation of real world cases clear development of the linkages between business processes and customer value diversity of international case settings mixture of cases simulations and in class exercises      **Case Studies of Co-operation Between Labor and Management** Rutgers University. Institute of Management and Labor Relations,1951      **Operations Management: Operations management concepts and strategy** David Bennett,2006      **Service Operations Management, Second Edition** David W. Parker,2018-06-29 Service Operations Management Second Edition provides a global perspective on service operations with expanded coverage of service operations for not for profit agencies charities NGOs and utilities alongside commercial companies With new updated case studies and original research embracing big data analytics and neurolinguistics in building customer service systems this book will be an invaluable tool for postgraduate and MBA students of service operations and undergraduates specialising in hospitality tourism and public sector management  
Case Studies in Production and Operations Management C. G. Armistead,1982

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