

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 interview 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 IDEF 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 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 telecommunications 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 (Encyclopedia 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, 2000) 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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Upendra Kachru

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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 [Operations and Supply Management 4.0](#) Marc Helmold,Brian Terry,2021-04-12 Fierce competition globalisation and the permanent liberalisation of markets have changed the face of supply chains and operations drastically Companies which want to survive in a hostile environment must establish the optimum combination of supply and operations This book provides a holistic and practical approach to operations management 4.0 and supply management 4.0 It combines operations and supply best practices across the value chain It explains comprehensively how these new paradigms enable companies to concentrate on value adding activities and processes to achieve a long term sustainable and competitive advantage The book contains a variety of best practices industry examples and case studies Focusing on best in class examples the book offers the ideal guide for any enterprise in operations and supply in order to achieve a competitive advantage across all business functions focusing on value adding activities [The Supply Chain Management Casebook](#) Chuck Munson,2013-06-18 30 up to date case studies illuminate every aspect of modern supply chain management Risk management analytics global supply chain issues and much more Innovative processes technologies strategies and tactics An indispensable resource for both students and practitioners This casebook brings together 30 focused cases addressing virtually every aspect of supply chain management from procurement to warehousing strategy to risk management IT to supplier selection and ethics A global team of contributors presents key

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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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Table of Contents Operational Management Case Studies

1. Understanding the eBook Operational Management Case Studies
 - The Rise of Digital Reading Operational Management Case Studies
 - Advantages of eBooks Over Traditional Books
2. Identifying Operational Management Case Studies
 - 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 Operational Management Case Studies
 - User-Friendly Interface
4. Exploring eBook Recommendations from Operational Management Case Studies
 - Personalized Recommendations
 - Operational Management Case Studies User Reviews and Ratings

- Operational Management Case Studies and Bestseller Lists
- 5. Accessing Operational Management Case Studies Free and Paid eBooks
 - Operational Management Case Studies Public Domain eBooks
 - Operational Management Case Studies eBook Subscription Services
 - Operational Management Case Studies Budget-Friendly Options
- 6. Navigating Operational Management Case Studies eBook Formats
 - ePUB, PDF, MOBI, and More
 - Operational Management Case Studies Compatibility with Devices
 - Operational Management Case Studies Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Operational Management Case Studies
 - Highlighting and Note-Taking Operational Management Case Studies
 - Interactive Elements Operational Management Case Studies
- 8. Staying Engaged with Operational Management Case Studies
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Operational Management Case Studies
- 9. Balancing eBooks and Physical Books Operational Management Case Studies
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Operational Management Case Studies
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Operational Management Case Studies
 - Setting Reading Goals Operational Management Case Studies
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Operational Management Case Studies
 - Fact-Checking eBook Content of Operational Management Case Studies
 - 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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