

Introduction Operations Management

Operations is that part of a business organization that is responsible for producing goods and/or services.

Goods are physical items that include raw materials, parts, subassemblies such as motherboards that go into computers, and final products such as cell phones and automobiles.

Services are activities that provide some combination of time, location, form, or psychological value.

Operations management is the management of processes or systems that create goods and/or provide services. It encompasses forecasting, capacity planning, scheduling, managing inventories, assuring quality, motivating employees, deciding where to locate facilities, buying material and equipment and maintaining them, and more.

We can use an airline company to illustrate an **operations system**. The system includes staff and airplanes, airport facilities, and maintenance facilities, sometimes spread out over a wide territory. Most of the activities performed by management and employees fall into the realm of operations management:

Forecasting such things as seat demand for flights, the growth in air travel, and weather and landing conditions.

Capacity planning, deciding the number of planes and where to use them.

Scheduling of planes for flights and for routine maintenance; scheduling of pilots and flight attendants; and scheduling of ground crews, counter staff, and baggage handlers.

Managing inventories of such items as food and beverages and spare parts.

Assuring quality, essential in flying and maintenance operations, where the emphasis is on safety. Also important in dealing with customers at ticket counters, check-in, telephone and electronic reservations, and in-flight service, where the emphasis is on efficiency and courtesy.

Employee motivation and training in all phases of operations.

Location of facilities according to top managers' decisions on which cities to provide service for, where to locate maintenance facilities, and where to locate major and minor hubs.

Buying materials such as fuel, food, bags, and spare parts. Buying aircraft and maintaining it.

The ideal situation for a business organization is to achieve a match of supply and demand. Having excess supply or excess capacity is wasteful and costly; having too little means lost opportunity and possible customer dissatisfaction. The key functions on the supply side are operations and supply chains, and sales and marketing on the demand side.

Organizational functions

While the operations function is responsible for producing products and/or delivering services, it needs the support and input from other areas of the organization. Business organizations have three basic functional areas, as depicted in Figure 1.1 :

- finance
- marketing.
- operations.

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