

# 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

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, 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

# Operations Management Case Study Solutions

**Joseph C. Latona, Jay Nathan**



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**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

**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

**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

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

**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

**Cases in Operations Management** K. N. KRISHNASWAMY,M. MATHIRAJAN,2008-08-18 This book is intended to enhance the knowledge of MBA students in Operations Management acquired in a basic level course The case study material covered relates to a wide spectrum of management activities and deals with the application of statistical operations research and system analysis methods to problems categorized under several headings The book can therefore be used in conjunction with a course in Operations Management or as an independent second course Thirty one real world cases in the book are the result of several years of research work by the authors including consultancy assignments doctoral dissertations and project assignments of graduate management students The cases are research oriented and encourage students to think rigorously in an environment of uncertainty of a real world situation The cases are comprehensive enough to drill students in devising alternative methods of solutions and arm them with a deep understanding of decision making processes instead of merely providing them with a general appreciation of managerial perspective These realistic cases help in learning applications of quantitative and analytical techniques of management bringing home to the student the challenges of managing activities throughout the organization Though a new title it is an enlarged version of Dr Krishnaswamy s earlier book Cases in Production Operations Management

*Questions and Answers in School Management* Thomas Jefferson McEvoy,1918

*Migrating to the Solaris Operating System* Ken Pepple,Brian Down,David Levy,2003 significant co marketing opportunities with Sun

**Readings in Production and Operations Management** Elwood Spencer Buffa,1975

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

**The Principles**

**of Factory Organization and Management** Ralph Currier Davis,1928      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

**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      **Internationales Asien Forum** ,2004      **Management** Arthur G. Bedeian,1993      *The Work Study Journal* ,1948      *Ideas for Management* ,1962

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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
  - Operations Management Case Study Solutions Budget-Friendly Options
- 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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