

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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Management Thomas E. Hendrick,1985

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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

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

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

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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

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