

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

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65 Case Study Ideas In Production,operation,supply Chain And Logistics Management Dr. Asim Kumar Bandyopadhyay,2022-04-26 This book is a compilation of case study ideas in the areas of production operation supply chain and logistics management POM SCL also incorporating operation strategies This book has been designed conforming to the standards of this common subject for the courses of Master of Business Administration MBA and Post Graduate Diploma in Management PGDM prescribed by the All India Council of Technical Education AICTE and University Grants Commission UGC The book consists of sixty five case study ideas covering almost the entire gamut of the subject concerned All these cases are based on Indian organizations industries using the characters with names typically Indian and the narrations of these cases reflect Indian work culture value systems and ethos All these cases are followed by a set of about half a dozen questions pertaining to the narrations with the corresponding answers suggested for the guidance of the teachers and the students alike Apart from making the book very convenient and handy for studying the subject it is also aimed at dispelling fears and apprehensions among the students with non science non technical background that they seem to have about this subject Getting familiar with the numerical exercises given and solved in this book by practice will make passing this subject a cakewalk for any average student The cases are so designed as to expose the students to the realities and challenges to the actual professional life while still seating in the class rooms much before entering a professional career The book provides a colossal value addition as both a complement and a supplement to the theories in the text books

Production/operations Management Thomas E. Hendrick,1985

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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

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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

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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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