

Gerhard J. Plenert

International Operations Management

Technische Universität Darmstadt
Fachbereich 1
Betriebswirtschaftliche Bibliothek
Inventar-Nr.: ..53.472.....
Abstell-Nr.: ..A.14/1721.....
.....
.....
.....00350 532.....

Copenhagen Business School Press

Table of Contents

Acknowledgements	XI
Preface	XIII
Introduction	XVII
Cross-reference List	XXI

Background	1
-----------------------------	----------

1. Operations Management	3
Meeting Z, Inc.	3
Some Basic Operations Management	
Terminology and Concepts	4
A Little History	9
The Role of Measurement in Operations Management . .	15
Back to Z, Inc.	23
Structure of the Rest of the Book	24
Revisiting Z, Inc.	25
Summary	27
References	29

The International Difference	33
---	-----------

2. Internationalization	35
The Return to Z, Inc.	35
What's Different?	37
Why Go International?	37
Other Economic Issues	40
Big Emerging Markets	46
Political Issues	47
Technological Innovations	48
Infrastructure Differences	50
Cultural Differences	52
Management Style Differences	53

Organizational Structure Differences	54
Management Challenges During Globalization	55
Managing in Underdeveloped, Developing, and Developed Countries	55
Identifying International Vendors and Customers	56
Information	57
Z, Inc. Off To Mexico	58
Summary	59
Class Assignments	59
References	65
3. Developing International Goals	67
Y, Inc.	67
X, Inc.	70
Setting Goals	72
The Goal-Setting Process	74
Characteristics of Good Goals	83
Operationalizing the Goals	84
International Motivators	91
Defining the Measurement System	92
Some Success Stories	95
Y, Inc. Continued	96
X, Inc. Continued	96
Summary	99
Class Assignments	100
References	114
4. The International Strategy	117
Y, Inc.	117
The Development of a Strategy	118
Developing the International Operations/ Manufacturing Strategy	144
Y, Inc. Continued	153
Summary	154
Class Assignments	154
References	155
Appendix 4.1.	
The Detailed Y, Inc. Production Plan	159
Appendix 4.2	
The Detailed Y, Inc. Quality Strategy	175

Appendix 4.3

Comparison of the Four Major Production Planning and Control Technologies	185
--	-----

5. The International Flow of Information	189
W, Inc.	189
The Flow of Information	191
The Accounting Information Flow Diagram	198
The Integration of the Accounting Information Flow Diagram With The Production Information Flow Diagram	199
The Organizational Structure	200
The Manufacturing Cycle	201
New Product Development Process	208
W, Inc. Revisited	212
C, Inc.	214
Summary	215
Class Assignments	215
References	216

Managing The Supply Chain

6. Suppliers	219
N, Inc.	219
What is the Role of the Supplier?	222
An Example of International Suppliers Linked In A Complex Supply Chain	232
International Perspectives on Supply Chain Management	241
N, Inc. Revisited	242
Summary	242
Class Assignments	243
References	243
Appendix 6.1 Supply Chain Management Seen Through Australian Eyes	245
7. Supply-Chain-Management	257
N, Inc.	257
An Integration Supply Chain Strategy	258

NS, Inc. – A Global Supply Chain Nightmare	278
Manufacturing Technology Transfer	
to Third World Countries	280
What's the Best Way?	285
T in Q, Mexico	286
N in B, Indonesia	290
Comparing N and T to a Developed Environment	291
Summary	297
Class Assignments	297
References	298
8. Lead Time/Cycle Time Management	301
V, Inc.	301
The Importance of Time	302
New Product Development	310
Time Based Organizations	313
Continuous Improvement Systems	321
Psychology Behind Change	322
Customer Responsiveness	330
Internationalization	331
Technology Transfer	
– A Developing Country Perspective	335
T in Q, Mexico	336
P in KL, Malaysia	336
Technology Definitions	337
Technology Transfer to a Developing Country	338
Lessons Learned	339
Summary	340
Class Assignments	341
References	341
POMS Support Systems	345
9. Logistics/Distribution	347
The Flow of Information	348
PB, Inc.	350
Distribution Requirements Planning	351
Summary	362
Class Assignments	363

References	363
Appendix 9.1	
Linear Programming Formulations of the Routing Problems	364
10. Production/Location Decisions	377
PT, Inc.	377
The Comparison of Facility Relocation Alternatives	378
What the Future Holds in Store	393
Summary	394
Class Assignments	394
References	394
11. The Customer and the World of Service	397
What is Quality?	397
What is Productivity?	398
What is Customer Service?	398
PC, Inc.	400
Performance Systems and Their Measurement	401
Summary	405
Class Assignments	405
References	405
12. The International Transaction/Ethics	407
Successful International Ethics Integration	407
Ethics Defined	409
Culture Defined	410
Goal Based Moral/Ethical Behavior	410
A Collection of Social Principles	415
Value-Added Ethical Behavior	416
Cultural-Ethical Surprises – an Example	417
Expectation Theory	418
Issues of Ethical Dilemmas Across Cultures	419
The Human Factor in Ethical Conflicts	421
Is a Master Ethical Model Possible?	421
Summary	423
Class Assignments	423
References	423

POMS Excellence	427
13. World Class Management	429
Defining a World Class Manager	429
World Class Reasons for Globalization	435
Defining a Globalization Strategy	441
Types of International Relationships	443
Summary	444
Class Assignments	444
References	445
14. The Future of Operations Management	447
The Tools of the Future	447
The International Future	449
The Forces of the Future	450
Summary	451
15. The Next Step	453
About the Author	455
Appendix A	
Benchmarking Measures of Performance	457
Appendix B	
Total Quality Management Tools	461
Appendix C	
A Simulation Which Compares The MRP, JIT, and TOC Production Planning Philosophies	464
The Simulation Procedure	464
The MRP Simulation	465
The JIT Simulation	471
The TOC Simulation	475
A Sample Simulation	479
The Review of the Simulation Process	481
Summary	481
Index	483