

Preface

Some students approach the topic of operations management with apprehension. They may have heard that any study of operations management is necessarily loaded with quantitative analysis, or that the subject matter is dreary, or that it is all about “factory management.” This is unfortunate, because operations management is not only interesting, it forms the core knowledge of a student’s education, regardless of his or her major. Practically speaking, operations is a course on management.

This book is an introduction to operations management. The topics covered include both strategic issues and practical applications. Among the topics are forecasting, product and service design, capacity planning, management of quality and quality control, inventory planning, scheduling, supply chain management, and project management.

Operations management is evolving and growing. The previous editions of this book have focused on updating and integrating important information gleaned from the plethora of new developments and perspectives in the field. This edition continues to do that; it incorporates discussion on contemporary issues such as quality, strategy, inventory, capacity, and project management as well as new material to highlight the growing importance of eco-friendly and green operations and corporate social responsibility.

This Asia Global Edition of *Operations Management* provides coverage on the practice of operations around the world but with an emphasis on Asia. Operations concepts, principles, and theories are placed in the Asian environment, illustrated by readings, newsclips, and case studies on Asian companies and companies that are operating in Asia. In addition, photos and their accompanying captions, while not full-fledged stories in themselves, provide interesting and relevant information on each topic. All this gives the reader valuable insights to the practice and management of operations in Asia. The Asia Global Edition features materials from many

Asian countries such as China, Japan, India, South Korea, Hong Kong (SAR), Taiwan, Thailand, Singapore, Indonesia, and Malaysia. The practice of operations at iconic and major multinational national companies from various Asian countries is presented for discussion and analysis. These organizations include Hyundai, Lenovo, Li & Fung, Starbucks, Samsung, Levi, and Singapore Airlines, to name a few.

Our purpose in writing this book is to provide a clear presentation of the concepts, tools, and applications of the field of operations management. This book is structured to encourage problem solving. There are many examples and problems throughout the text illustrating solutions, concepts, and techniques. In addition, we have included a set of solved problems at the end of most chapters and supplements; these show more and different details than the problems within the chapter.

We have also designed questions for each reading. The questions accomplish multiple learning objectives: they introduce an operations topic, motivate student interest and trigger discussion, enhance understanding of the applicability of an operations concept, and challenge the students to think beyond concepts and theories. Readers can use the questions to evaluate their own understanding of the concepts, and develop a deeper appreciation of how concepts covered in the text are used and applied in real life.

After reading each chapter, attending related classroom lectures, and completing assigned questions and problems, students should be able to do the following:

1. Identify the key features of the chapter
2. Define and use terminology
3. Solve typical problems
4. Recognize applications of the concepts and techniques covered
5. Discuss the subject matter in some depth, including its relevance, managerial considerations, and advantages and limitations.

We have also provided chapter supplements, which outline useful information that support the core chapters, and which can be used in class according to the instructor's discretion.

What's New in this Edition?

This edition of *Operations Management* has several new features. First, it contains updates on the latest developments, thinking and practices on operations management, in particular, in the areas of sustainability, eco-friendly or green operations, product and service design, and supply chain management. There are more discussions, illustrations and examples of how companies are reacting to increasing pressure from regulators and the public to be more environmentally friendly in designing, producing and delivering their products and services. There are also updates and more discussion on issues such as use of technology and emerging supply chain practices. Almost all of the chapters have been updated with new and/or more recent readings to provide the latest information, challenges and developments on the management of operations in Asia and the world.

This edition also features a new chapter on waiting lines. The new chapter, *Management of Waiting Lines*, covers the causes and characteristics of waiting lines and presents queuing models to facilitate a better understanding of waiting. The chapter also includes techniques and ideas that managers could use to manage waiting.

There is a new feature in the end-of-chapter questions. We have included group-based questions under "Group/Experiential Learning Exercises" that require students to work in teams to research, debate and discuss content in the chapter. These questions provide a new learning platform for students to interact with other students in their tutorial classes or seminar lecture settings to share and sharpen their thinking and understanding on operations.

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 Qi Mei, National University of Singapore
 Jeff Leung, Chinese University of Hong Kong
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 Technology
 Lucy Chen, National University of Singapore
 Rafikul Islam, International Islamic
 University-Malaysia

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Sathaporn Amornsawadwatana, University of the Thai
 Chamber of Commerce
 Tai-Hsi Wu, National Taipei University
 Pin-Yang Liu, National Sun-Yat Sen University
 Krit Pattamaroj, Thammasat University
 Behrooz Asgari, Ritumeikan Asia Pacific
 University
 Tomoaki Shimada, Kobe University
 Ying-Chin Ho, National Central University
 Charoen Rassameethammachote, Assumption
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 Nwe Nwe Yee, Assumption University
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