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Operations and Supply Management

(The Core)

F. Robert Jacobs & Richard B. Chase

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出版者的话

当前,在教育部的大力倡导下,财经和管理类专业的双语教学在我国各大高校已经逐步开展起来。一些双语教学开展较早的院校积累了丰富的经验,同时也发现了教学过程中存在的一些问题,尤其对教材提出了更高的要求;一些尚未进入这一领域的院校,也在不断探索适于自身的教学方式和方法以及适用的教材,以期时机成熟时加入双语教学的行列。总之,对各类院校而言,能否找到“适用”的教材都成为双语教学成功与否的关键因素之一。

然而,国外原版教材为国外教学量身定做的一些特点,如普遍篇幅较大、侧重于描述性讲解、辅助材料(如习题、案例、延伸阅读材料等)繁杂,尤其是许多内容针对性太强,与所在国的法律结构和经济、文化背景结合过于紧密等,却显然不适于国内教学采用,并成为制约国内双语教学开展的重要原因。因此,对国外原版教材进行本土化的精简改编,使之变成更加“适用”的双语教材,已然迫在眉睫。

东北财经大学出版社作为国内较早涉足引进版教材的一家专业出版社,秉承自己一贯服务于财经教学的宗旨,总结自身多年的出版经验,同麦格劳—希尔教育出版公司、培生教育出版集团和圣智出版集团等国外著名出版公司通力合作,在国内再次领先推出了会计、工商管理、经济学等专业的“高等院校双语教学适用教材”。这套丛书的出版经过了长时间的酝酿和筛选,编选人员本着“品质优先、首推名作”的选题原则,既考虑了目前我国财经教育的现状,也考虑了我国财经高等教育所具有的学科特点和需求指向,在教材的遴选、改编和出版上突出了以下一些特点:

- 优选权威的最新版本。入选改编的教材是在国际上多次再版的经典之作的最新版本,其中有些教材的以前版本已在国内部分高校中进行了试用,获得了一致的好评。
- 改编后的教材在保持英文原版教材特色的基础上,力求内容精要,逻辑严密,适合中国的双语教学。选择的改编人员既熟悉原版教材内容,又具有本书或本门课程双语教学的经验。
- 改编后的教材配有丰富的辅助教学支持资源,教师可在网上免费获取。
- 改编后的教材篇幅合理,符合国内教学的课时要求,价格相对较低。

本套教材是在双语教学教材出版方面的一次新的尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导,在此深表谢意,也期待广大读者提出宝贵的意见和建议。

尽管我们在改编的过程中已加以注意,但由于各教材的作者所处的政治、经济和文化背景不同,书中的内容仍可能有不妥之处,望读者在阅读中注意比较和甄别。

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PREFACE

The goal of this book is to provide you with the essential information that every manager needs to know about operations and supply-related activities in a firm. Times have changed dramatically over the last few years. Organization structures are now much flatter, and rather than being functionally organized, companies often are organized by customer and product groups. Today's manager cannot ignore how the real work of the organization is done. This book is all about how to get the real work done effectively. It makes little difference if you are officially in finance, marketing, accounting, or operations: The value-added work, the process of creating and delivering products, needs to be completed in a manner that is both high-quality and maximally efficient. Many of the things you do, or will do, in your job are repetitive, even some of the most creative and high-profile activities. You should think of this course as preparing you to be your most productive and helping you help your organization be its most productive.

We can consider the importance of the material in the book on many levels, but let's focus on three. First, consider your role as a business unit manager with people working under your supervision. Or, in the longer term, you probably have aspirations to become a senior executive with responsibility for multiple businesses or products. The concepts in this text will be critical to your success in that role. Finally, you may decide to specialize in operations and supply management as a long-term career.

In your role as a manager with people working under your supervision, one of your major duties will be to organize the way work is done. There needs to be some structure to the work process, including how information is captured and analyzed, as well as how decisions and changes and improvements are made. Without a logical or structured approach, even a small group may be subject to errors, inefficiencies, and even chaos.

Designing efficient process flows is an important element of getting a group to work together. If your group is involved in creative activities such as designing cars, buildings, or even stock portfolios, there still needs to be structure to how the work is done, who is responsible for what, and how progress is reported. The concepts of project management, manufacturing and service process design, capacity analysis, and quality in this text are all directly related to the knowledge you will need to be a great supervisor in your organization, and getting your group to work productively and efficiently will lead to success and more responsibility for you.

Next, think about becoming a senior executive. Making acquisitions, planning mergers, and buying and selling divisions will get your name and picture in business magazines. Deals are easily explained to boards, shareholders, and the media. They are newsworthy and offer the prospect of nearly immediate gratification, and being a deal maker is consistent with the image of the modern executive as someone who focuses on grand strategy and leaves operations details to others. Unfortunately, the majority of deals are unsuccessful. The critical element of success, even with the grandest deals, can still be found most often in the operational details.

Real success happens when operational processes can be improved. Productivity improvements from things such as sharing customer service processes, purchasing systems, distribution and manufacturing systems, and other processes can lead to great synergies and success. Operations accounts for 60 to 80 percent of the direct expenses that limit the profit of most firms. Without these operations synergies, designed and implemented by executives with a keen understanding of the concepts in this book, companies are often left with expensive debt, disappointed customers and shareholders, and pressure on the bottom line—on earnings.

Finally, you may be interested in a career in operations. Well, you are not alone. Professional organizations such as the Association for Operations Management, the Institute for

Supply Management, and the Council of Supply Chain Management Professionals have well over 200,000 members participating in regular monthly meetings, annual conferences, and certification programs. Entry-level jobs might be as a forecast strategist, project manager, inventory control manager, production supervisor, purchasing manager, logistics manager, or warehouse specialist. In addition, top operations students may obtain their initial jobs with consulting firms, working as business process analysts and system design specialists.

A recent study on career patterns in logistics conducted by researchers at The Ohio State University found that 40 percent of the executives in operations and supply management positions had majored in business. The median salary for managers was \$97,000; for directors, \$141,000; and for vice presidents, \$231,000. Our experience with students has been that operations majors usually have the highest-paying initial offers, surpassing those in accounting, finance, and marketing. There are great opportunities for students who major in the field.

We encourage you to talk to your instructor about what you want to get out of the course. What are your career aspirations, and how do they relate to the material in this course? Write your instructor a short e-mail describing what you want to do in the future—this is invaluable information for tailoring the material in the course to your needs. As you work through the text and the DVD, share your experiences and insights with the class. Being an active student is guaranteed to make your experience more valuable and interesting.

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F. Robert Jacobs
Richard B. Chase



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高等院校双语教学适用教材

工商管理

Operations and Supply Management

(The Core)

F. Robert Jacobs & Richard B. Chase

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Section 1

STRATEGY

战略

- | | |
|-----------------------------------|------|
| 1. Operations and Supply Strategy | 运营战略 |
| 2. Project Management | 项目管理 |

TWENTY-FIRST-CENTURY OPERATIONS AND SUPPLY MANAGEMENT

Managing a modern supply chain involves specialists in manufacturing, purchasing, and distribution, of course. However, today it is also vital to the work of chief financial officers, chief information officers, operations and customer service executives, and chief executives. Changes in operations and supply management have been truly revolutionary, and the pace of progress shows no sign of moderating. In our increasingly interconnected and interdependent global economy, the process of delivering supplies and finished goods from one place to another is accomplished by means of mind-boggling technological innovation, clever new applications of old ideas, seemingly magical mathematics, powerful software, and old-fashioned concrete, steel, and muscle.

In the first section of *Operations and Supply Management: The Core* we lay a foundation for understanding the dynamic field of operations and supply

management. This book is about designing and operating processes that deliver a firm's goods and services in a manner that matches customers' expectations. Really successful firms have a clear and unambiguous idea of how they intend to make money. Be it high-end products or services that are custom-tailored to the needs of a single customer or generic inexpensive commodities that are bought largely on the basis of cost, competitively producing and distributing these products is a great challenge. In Chapter 1, "Operations and Supply Strategy," we show the critical link between the processes used to deliver goods and services and customers' expectations. Customers make a choice between different suppliers that is based on key attributes of the product or service. Aligning the processes used to deliver the product or service is important to success. If, for example, cost is the key customer order winning attribute, the firm must do everything it can to



design processes that are as efficient as possible. Competing on the basis of cost alone can be a brutal way to do business, and so many firms today move into other market segments by offering products with innovative service and feature characteristics that attract a loyal customer following.

Take, for example, the U.S. motorcycle manufacturer Harley-Davidson. Customers pay top dollar for a unique and classic motorcycle that can be individualized by each customer through the selection of dealer-installed options. Further, the firm has developed a highly profitable line of clothing, memorabilia, and other accessories to complete the Harley-Davidson concept. Processes needed to support that concept certainly need to be efficient, but even more important is the ready availability of the options and accessories that are often purchased on impulse and for gifts.

Business today is constantly changing. Harley-Davidson, for example, cannot continue to be successful without improving its motorcycles and delivering innovative new accessories every year. In Chapter 2, "Project Management," techniques for managing longer-duration projects are discussed. The topic is quite appropriate since (1) it is likely that many of the students in the course will participate in projects as an ongoing part of their jobs and (2) the concepts involved in managing projects are directly transferable to the design of repetitive processes, a topic that is covered in the second section of the book. The successful coordination of activities such as new product introductions, the construction of new plants and warehouses, and the building of new retail sites is important to a firm's growth in today's dynamic business environment.



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