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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

目 录

第一篇 战略

第 1 章 运营战略	4
1.1 IKEA 如何定价?	5
1.2 运营管理: 每一个管理者的重要职责	6
1.3 什么是运营管理?	9
1.4 什么是运营战略?	10
1.5 战略配合——运营活动配合战略	14
1.6 运营战略框架	16
1.7 华尔街如何对运营绩效进行评价?	17
结论	18
第 2 章 项目管理	20
2.1 Apple 公司的 IPOD 有自己的产品开发团队	21
2.2 什么是项目管理?	22
2.3 项目组织结构	23
2.4 工作分解结构	26
2.5 项目控制图	28
2.6 网络计划模型	28
2.7 资源管理	39
结论	40

第二篇 工艺

第 3 章 战略能力管理	51
3.1 SHOULDICE 医院: 疝气手术的发明	52

3.2 运营中的产能管理	53
3.3 产能计划的概念	54
3.4 经验曲线	56
3.5 产能计划	61
3.6 服务能力计划	68
结论	70
第 4 章 制造流程	80
4.1 TOSHIBA: 第一个笔记本电脑生产商	81
4.2 工艺流程结构	82
4.3 盈亏平衡分析	83
4.4 生产工艺流程设计	85
4.5 装配线设计	88
结论	96
第 5 章 服务流程	106
5.1 DHL 的供应链服务	107
5.2 服务的运营分类	108
5.3 服务组织设计	109
5.4 构建服务平台: 服务系统设计矩阵	109
5.5 排队论的经济含义	111
5.6 排队系统	112
5.7 排队模型	120
5.8 排队的计算机仿真	127
结论	127
第 6 章 六西格玛质量	136
6.1 GE 六西格玛供应链流程	137
6.2 全面质量管理	138
6.3 质量规范和质量成本	140
6.4 ISO9000	143
6.5 六西格玛质量	145
6.6 统计质量控制	150
6.7 工序控制程序	158
6.8 接受抽样	166
结论	169

第三篇 供应链设计

第 7 章 供应链战略	182
7.1 世界是平的：外包与离岸	183
7.2 供应链战略	184
7.3 外包	188
7.4 供应链绩效的评价	192
7.5 全球采购	194
7.6 大规模定制	195
结论	197
第 8 章 物流	202
8.1 Fed Ex：全球领先的物流公司	203
8.2 物流	204
8.3 与物流相关的决策	204
8.4 设施选址问题	206
8.5 工厂选址方法	209
8.6 服务设施选址	215
结论	217
第 9 章 精益制造	223
9.1 Solelectron 的精益六西格玛	224
9.2 精益哲理	225
9.3 丰田生产系统	226
9.4 精益生产应用要求	234
9.5 精益服务	239
结论	241

第四篇 库存

第 10 章 需求管理与预测	249
10.1 WAL-MART 的数据库管理	250
10.2 需求管理	251
10.3 预测的种类	252
10.4 需求的构成	252
10.5 预测中的定性方法	254
10.6 时间序列分析	256

10.7 基于网络的预测：协作计划、预测及补货	270
结论	272
第 11 章 综合销售和运营计划	283
11.1 什么是销售和运营计划	285
11.2 销售和运营计划行为概览	285
11.3 综合运营计划	287
11.4 综合生产计划技术	292
11.5 收益管理	298
结论	299
第 12 章 库存控制	308
12.1 医院希望通过供应管理节约成本	309
12.2 库存控制	
12.3 库存的定义	312
12.4 库存的目的	312
12.5 库存成本	313
12.6 独立需求与非独立需求	314
12.7 库存体系	315
12.8 定量订货模型	320
12.9 定期订货模型	327
12.10 库存控制与供应链管理	329
12.11 ABC 库存计划	331
12.12 库存精度与周期盘点	333
结论	335
第 13 章 物料需求计划	348
13.1 从推到拉	349
13.2 MRP 能够被用于什么场合?	350
13.3 物料需求计划系统的结构	351
13.4 MRP 应用实例	356
13.5 MRP 系统中批量的确定	361
结论	365
附录	373
图片来源	402
人名索引	403
名词索引	405

CONTENTS

SECTION ONE

STRATEGY

Twenty-First-Century Operations and Supply Management 2

1 OPERATIONS AND SUPPLY STRATEGY 4

How IKEA Designs Its Sexy Prices 5

Operations and Supply Management:

A Critical Responsibility of Every

Manager 6

Case: Progressive Insurance 7

Efficiency, Effectiveness, and Value 8

What Is Operations and Supply

Management? 9

What Is Operations and Supply

Strategy? 10

Competitive Dimensions 11

The Notion of Trade-Offs 13

Order Winners and Order Qualifiers:

The Marketing–Operations Link 14

Strategic Fit: Fitting Operational

Activities to Strategy 14

A Framework for Operations and Supply

Strategy 16

How Does Wall Street Evaluate

Operations Performance? 17

Summary 18 Key Terms 18 Review and

Discussion Questions 19 Internet Exercise:

Harley-Davidson Motorcycles 19

Selected Bibliography 19

2 PROJECT MANAGEMENT 20

Apple's iPod Has Its Own Product

Development Team 21

What Is Project Management? 22

Structuring Projects 23

Pure Project 23

Functional Project 24

Matrix Project 25

Work Breakdown Structure 26

Project Control Charts 28

Network-Planning Models 28

Critical Path Method (CPM) 30

Time–Cost Models 34

Managing Resources 39

Tracking Progress 40

Summary 40 Key Terms 40 Solved

Problems 41 Review and Discussion

Questions 43 Problems 43 Advanced

Problem 47 Case: Cell Phone Design

Project 48 Selected Bibliography 49

SECTION TWO

PROCESSES

Processes 50

3 STRATEGIC CAPACITY MANAGEMENT 51

Shouldice Hospital: Hernia Surgery

Innovation 52

Capacity Management In

Operations 53

Capacity Planning Concepts 54

Economies and Diseconomies of Scale 55

Capacity Focus 55

Capacity Flexibility 56

The Learning Curve 56

Plotting Learning Curves 58

Logarithmic Analysis 60

Learning Curve Tables 60

Capacity Planning 61

Considerations in Adding Capacity 61

Determining Capacity Requirements 63

Using Decision Trees to Evaluate Capacity

Alternatives 64

Planning Service Capacity 68

Capacity Planning in Service versus

Manufacturing 68

Capacity Utilization and Service

Quality 69

Summary 70 Key Terms 70 Formula

Review 70 Solved Problems 70 Review and

Discussion Questions 73 Problems 73

Case: Shouldice Hospital—A Cut Above 77

Selected Bibliography 79

4 MANUFACTURING PROCESSES 80

Toshiba: Producer of the First Notebook

Computer 81

How Production Processes

Are Organized 82

Break-Even Analysis 83

Designing a Production System 85

Project Layout 85

Workcenters 85

Manufacturing Cell 86

Assembly Line and Continuous

Process Layouts 86

Assembly-Line Design 88

Splitting Tasks 93

Flexible and U-Shaped Line Layouts 93

Mixed-Model Line Balancing 93

Summary 96 Key Terms 96 Solved

Problems 96 Review and Discussion

Questions 99 Problems 100 Advanced

Problem 102 Case: Designing Toshiba's
Notebook Computer Line 103 Selected
Bibliography 105

5 SERVICE PROCESSES 106

Supply Chain Services at DHL 107
An Operational Classification
of Services 108
Designing Service Organizations 109
Structuring the Service Encounter:
Service-System Design Matrix 109
Economics of the Waiting Line
Problem 111
 The Practical View of Waiting Lines 111
The Queuing System 112
 Customer Arrivals 112
 Distribution of Arrivals 114
 The Queuing System: Factors 117
 Exiting the Queuing System 120
Waiting Line Models 120
Computer Simulation of Waiting
Lines 127
 Summary 127 Key Terms 127 Formula
 Review 128 Solved Problems 128 Review
 and Discussion Questions 129 Problems 130
 Case: Community Hospital Evening Operating
 Room 134 Selected Bibliography 134

6 SIX-SIGMA QUALITY 136

GE Six-Sigma Supply Chain
Processes 137
Total Quality Management 138
Quality Specification and
Quality Costs 140
 Developing Quality Specifications 140
 Cost of Quality 142
ISO 9000 143
Six-Sigma Quality 145
 Six-Sigma Methodology 146
 Analytical Tools for Six Sigma 146
Statistical Quality Control 150
 Variation Around Us 151
 Process Capability 153
Process Control Procedures 158
 *Process Control with Attribute
 Measurements: Using p Charts* 159
 *Process Control with Variable
 Measurements: Using \bar{X} and R
 Charts* 161
 How to Construct \bar{X} and R Charts 163
Acceptance Sampling 166
 *Design of a Single Sampling Plan for
 Attributes* 166
 Operating Characteristic Curves 168
 Summary 169 Key Terms 170 Formula
 Review 170 Solved Problems 171 Review
 and Discussion Questions 173 Problems 173

Advanced Problem 177 Case: Hank Kolb,
Director of Quality Assurance 177
Footnotes 179 Selected Bibliography 179

SECTION THREE

SUPPLY CHAINS

Why Having an Effective Supply Chain
Matters 180

7 STRATEGIC SOURCING 182

The World Is Flat 183
 Flattener 5: Outsourcing 183
 Flattener 6: Offshoring 183
Strategic Sourcing 184
Outsourcing 188
Measuring Sourcing Performance 192
Global Sourcing 194
Mass Customization 195
 Summary 197 Key Terms 198 Formula
 Review 198 Review and Discussion
 Questions 198 Problems 199 Case: Pepe
 Jeans 200 Footnotes 201 Selected
 Bibliography 201

8 LOGISTICS 202

FedEx: A Leading Global Logistics
Company 203
Logistics 204
Decisions Related to Logistics 204
Issues in Facility Location 206
Plant Location Methods 209
 Factor-Rating Systems 209
 *Transportation Method of Linear
 Programming* 210
 Centroid Method 213
Locating Service Facilities 215
 Summary 217 Key Terms 218 Formula
 Review 218 Solved Problem 218 Review
 and Discussion Questions 219 Problems 220
 Case: Applichem—The Transportation
 Problem 221 Footnote 222 Selected
 Bibliography 222

9 LEAN MANUFACTURING 223

Lean Six Sigma at Sollectron 224
Lean Logic 225
The Toyota Production System 226
 Elimination of Waste 226
 Respect for People 233
Lean Implementation Requirements 234
 Lean Layouts and Design Flows 235
 Lean Applications for Line Flows 235
 Lean Applications for Workcenter Shops 236
 Six-Sigma Quality 237

A Stable Schedule 237
Work with Suppliers 238
 Lean Services 239
Summary 241 *Key Terms* 241 *Formula*
Review 242 *Solved Problem* 242 *Review*
and Discussion Questions 242 *Problems* 243
Case: Quality Parts Company 243
Case: Value Chain Mapping Approach 245
Footnotes 246 *Selected Bibliography* 247

SECTION FOUR

INVENTORY

In Running a Business, Computers Can
 Do More Than Just Word Processing and
 E-Mail 248

10 DEMAND MANAGEMENT AND FORECASTING 249

Wal-Mart's Data Warehouse 250
 Demand Management 251
 Types of Forecasting 252
 Components of Demand 252
 Qualitative Techniques in
 Forecasting 254
 Market Research 254
 Panel Consensus 255
 Historical Analogy 255
 Delphi Method 255
 Time Series Analysis 256
 Simple Moving Average 257
 Weighted Moving Average 258
 Exponential Smoothing 259
 Forecast Errors 263
 Sources of Error 263
 Measurement of Error 264
 Linear Regression Analysis 265
 Web-Based Forecasting:
 Collaborative Planning, Forecasting,
 and Replenishment (CPFR) 270
Summary 272 *Key Terms* 273 *Formula*
Review 273 *Solved Problems* 274 *Review*
and Discussion Questions 276 *Problems* 276
Case: Altavox Electronics 281 *Footnotes* 282
Selected Bibliography 282

11 AGGREGATE SALES AND OPERATIONS PLANNING 283

What Is Sales and Operations
 Planning? 285
 Overview of Sales and Operations
 Planning Activities 285
 The Aggregate Operations Plan 287
 Production Planning Environment 288
 Relevant Costs 290

Aggregate Planning Techniques 292
 A Cut-and-Try Example: The JC Company 292
 Level Scheduling 296
 Yield Management 298
Summary 299 *Key Terms* 300 *Solved*
Problem 300 *Review and Discussion*
Questions 303 *Problems* 303
Case: Bradford Manufacturing—Planning
Plant Production 306 *Footnotes* 307
Selected Bibliography 307

12 INVENTORY CONTROL 308

Hospitals Hope to Save by Supply
 Management 309
 Definition of Inventory 312
 Purposes of Inventory 312
 Inventory Costs 313
 Independent versus Dependent
 Demand 314
 Inventory Systems 315
 A Single-Period Inventory Model 315
 Multiperiod Inventory Systems 318
 Fixed-Order Quantity Models 320
 Establishing Safety Stock Levels 323
 Fixed-Order Quantity Model with
 Safety Stock 324
 Fixed-Time Period Models 327
 Fixed-Time Period Model with Safety
 Stock 328
 Inventory Control and Supply Chain
 Management 329
 ABC Inventory Planning 331
 Inventory Accuracy and Cycle
 Counting 333
Summary 335 *Key Terms* 335 *Formula*
Review 336 *Solved Problems* 337 *Review*
and Discussion Questions 339 *Problems* 339
Case: Hewlett-Packard—Supplying the
DeskJet Printer in Europe 345 *Footnotes* 347
Selected Bibliography 347

13 MATERIAL REQUIREMENTS PLANNING 348

From Push to Pull 349
 Where MRP Can Be Used 350
 Material Requirements Planning System
 Structure 351
 Demand for Products 352
 Bill of Materials 352
 Inventory Records 354
 MRP Computer Program 356
 An Example Using MRP 356
 Forecasting Demand 357
 Developing a Master Production
 Schedule 357
 Bill of Materials (Product Structure) 358
 Inventory Records 358
 Performing the MRP Calculations 359

Lot Sizing in MRP Systems 361

Lot-for-Lot 361

Economic Order Quantity 362

Least Total Cost 363

Least Unit Cost 364

Choosing the Best Lot Size 365

Summary 365 Key Terms 365 Solved

Problems 366 Review and Discussion

Questions 367 Problems 367 Case:

Brunswick Motors, Inc.—An Introductory Case

for MRP 371 Selected Bibliography 372

APPENDICES**A Answers to Selected Problems 373****B Learning Curve Tables 375****C Present Value Table 377****D Negative Exponential Distribution:
Values of e^{-x} 378****E Areas of the Cumulative Standard
Normal Distribution 379****F Linear Programming Using the
Excel Solver 380****PHOTO CREDITS 402****NAME INDEX 403****SUBJECT INDEX 405**



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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

运营与供应链管理

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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.

