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Autore	Slack Nigel
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Nota di contenuto	Cover -- Title -- Copyright -- Contents -- List of figures, tables and exhibits from case studies -- Preface -- Acknowledgements -- Publisher's acknowledgements -- Chapter 1 Operations strategy - developing resources and processes for strategic impact -- Introduction -- Why is operations excellence fundamental to strategic success? -- What is strategy? -- What is operations strategy and how is it different from operations management? -- What is the 'content' of operations strategy? -- The operations strategy matrix -- What is the 'process' of operations strategy? -- How is operations strategy developing? -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 2 Operations performance -- Introduction -- Operations performance can make or break any organisation -- The five generic performance objectives -- The relative importance of performance objectives changes over time -- Trade-offs - are they inevitable? -- Targeting and operations focus -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 3 Substitutes for strategy -- Introduction -- Fads, fashion and the 'new' approaches to operations -- Total quality management (TQM) -- Lean operations -- Business process reengineering (BPR) -- Six Sigma -- Some common threads -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 4 Capacity strategy -- Introduction -- What is capacity strategy? -- The overall level of operations capacity -- The number and size of sites -- Capacity change -- Location of capacity -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 5

Purchasing and supply strategy -- Introduction -- What is purchasing and supply strategy? -- Do or buy? The vertical integration decision -- Contracting and relationships -- Which type of arrangement? -- Supply network dynamics -- Managing suppliers over time -- Purchasing and supply chain risk -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 6 Process technology strategy -- Introduction -- What is process technology strategy? -- Process technology should reflect volume and variety -- The product-process matrix -- The challenges of information technology (IT) -- Evaluating process technology -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 7 Improvement strategy -- Introduction -- Operations improvement -- Setting the direction -- Importance-performance mapping -- Developing operations capabilities -- Deploying capabilities in the market -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 8 Product and service development and organisation -- Introduction -- The strategic importance of product and service development -- Key questions -- Product and service development as a process -- A market requirements perspective on product and service development -- An operations resources perspective on product and service development -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 9 The process of operations strategy - formulation and implementation -- Introduction -- Formulating operations strategy -- What is the role of alignment? -- What analysis is needed for formulation? -- The challenges to operations strategy formulation -- How do we know when the formulation process is complete? -- What is operations strategy implementation? -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Chapter 10 The process of operations strategy - monitoring and control -- Introduction -- What are the differences between operational and strategic monitoring and control? -- How is progress towards strategic objectives tracked? -- How can the monitoring and control process attempt to control risks? -- How does learning contribute to strategic control? -- Summary answers to key questions -- Further reading -- Notes on the chapter -- Case studies -- 1. McDonald's: half a century of growth -- 2. Disneyland Resort Paris -- 3. Carglass®: building and sustaining a customer-centric organisation -- 4. Hartford Building Society: to measure, or not to measure? -- 5. Ocado versus Tesco.com -- 6. Zara's operating model -- 7. Delta Synthetic Fibres (DSF) -- 8. Turnround at the Preston plant -- 9. IDEO: service design -- 10. Slagelse Industrial Services (SIS) -- Index.

Sommario/riassunto

A clear, well-structured and interesting insight into the more advanced topic of Operations Strategy. Building on concepts from strategic management, operations management, marketing and HRM, this text encourages a thorough understanding of Operations Strategy in a variety of businesses and organisations. Ideal for Advanced Undergraduate and Postgraduate students, this book builds on concepts from Strategic Management, Operations Management, Marketing and HRM to give students a comprehensive understanding of Operations Strategy.
