

1. Record Nr.	UNINA9910254905903321
Titolo	Innovative Quality Improvements in Operations : Introducing Emergent Quality Management / / edited by Tomas Backström, Anders Fundin, Peter E. Johansson
Pubbl/distr/stampa	Cham : , : Springer International Publishing : , : Imprint : Springer, , 2017
ISBN	3-319-55985-0
Edizione	[1st ed. 2017.]
Descrizione fisica	1 online resource (IX, 177 p. 36 illus., 20 illus. in color.)
Collana	International Series in Operations Research & Management Science, , 0884-8289 ; ; 255
Disciplina	658.562
Soggetti	Operations research Decision making Management Industrial management Production management Operations Research/Decision Theory Innovation/Technology Management Production
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references at the end of each chapters and index.
Nota di contenuto	Contents -- Introduction by editors -- Quality management for both stability and development (Anders Fundin and Bo Bergman) -- Explore and exploit in lean production (Peter E Johansson) -- Kaikaku and kaizen in lean production (Yuji Yamamoto) -- A knowledge perspective on explore and exploit (Mattias Elg) -- An organizational perspective on explore and exploit (John Bessent) -- Leadership for exploration and exploitation (Tomas Backström and Jim Hazy) -- Idea-generation and idea-implementation as a group task (Bengt Köping Olsson) -- Creating spaces for exploration and exploitation (Jennie Schaeffer) -- Conclusion and future research directions by editors.
Sommario/riassunto	This book examines current and emerging challenges in manufacturing related to the ideal of developing production processes with variability

and agility on one level of the system, combined with structures ensuring stability and robustness on another level; close to what by other scholars has been discussed in terms of continuous innovation. However, this ideal has proven to be difficult to achieve in practice, and there is a need for enhanced and more sophisticated theoretical models dealing with the complexity surrounding organizational conditions to foster incremental as well as radical change in production systems, and, at the same time to ensure stability over time. As a theoretical frame of reference, a perspective on change where conflicting demands and conflicting activities, e.g., exploration and exploitation, are seen as intertwined and interdependent, is used throughout the book. The ideal from this perspective is to make use of such conflicting forces and to develop the change dynamics by keeping them in the same social system, not to structurally separate them in different departments or different initiatives. The main purpose of the book is to address an increased need for quality improvement through innovation and disruptive change in production. Traditional theories and managerial models of production systems are developed with a focus on stability and improvement. There is a need for enhanced models to reach an ability to develop new future production systems. The goal of the book is to provide nuances and new perspectives giving more realistic models of the production system to be able to increase the change potentiality of the organization and thus the long-term competitiveness. Learning and organizational perspectives are in focus as enablers to increase the understanding of a production system as such. Long-term competitiveness through adaptability and the potential for radical improvement is of importance throughout the book. The use of dualities and the concept of ambidextrous organizations as a frame of understanding is the innovative strength for this area. .

---