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Chapter 7: Operations Management and Quality for Producing Goods and Services

Chapter Overview

All goods and services production systems have their own unique production processes. These processes provide utility by adding customer value. Companies with different business strategies are best served by having different operations capabilities. Even very similar and competing businesses can produce output and manage quality with completely different production systems.

This chapter is dedicated to the study of operations and quality within both the manufacturing and service sectors. It explains the meaning of the term *production* (or *operations*) and describes the three kinds of utility that operations processes provide. It explains how companies with different business strategies are best served by having different operations capabilities and identifies the major factors considered in operations planning.

The chapter also discusses the information contained in four kinds of operations schedules—the master production schedule, detailed schedule, staff schedule, and project schedule—and identifies the activities involved in operations control. Finally, it looks at the activities and underlying objectives involved in total quality management and explains how a supply chain strategy differs from traditional strategies for coordinating operations among firms.

Learning Objectives

1. Explain the meaning of the term *production* or *operations* and describe the three kinds of utility that operations processes provide for adding customer value.
2. Identify the characteristics that distinguish *service operations* from *goods production*.
3. Explain how companies with different business strategies are best served by having different operations capabilities.

Business Essentials Instructors Manual

Gerri P. Norington



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