Contents

Preface xi

Introduction: How to Analyze, Prepare, and Present a Case xv

CASES

DECISION MAKING

Case 1 The Cail Company 1
Michael Ballot

Case 2 Fort Wayne Homes, Inc. 5 *Joseph C. Latona and Jay Nathan*

Case 3 RAP International, Inc. 7
Robert Puvak, Kevin J. Roth, and Jay Nathan

LINEAR PROGRAMMING

Case 4 Linear Programming Utilization at Reliable Battery: Improving Acceptance and Quantitative Tools 13
Thomas W. Jones, William C. House, and Joseph W. Leonard

Case 5 Jeter Systems Corporation 21 Joseph C. Latona and Jay Nathan

FORECASTING

Case 6 Petrochemical Steel: Supply and Demand 23
Margaret F. Shipley and Carl R. Ruthstrom

Case 7 Demand Forecasting and the Nonprofit Firm: The Akron Zoological Park 29 F. Bruce Simmons III

STATISTICAL TOOLS FOR MANAGERS

Case 8 Estimating Efficiency of a University Physical Plant 33 *Robert B. Handfield*

SIMULATION

Case 9 Eastern Wesleyan University Shuttle Bus System (A): Feasibility Analysis of Continued Operation 43 Thomas W. Jones and William C. House

WAITING LINE MODELS

Case 10 Quality Service: Product at the Acadian Bakers 51 Margaret F. Shipley

Case 11 Tiny Airlines Reservations 59 Zbigniew H. Przasnyski

PRODUCT STRATEGY

Case 12 E-Company—An Electronic Component Manufacturer: A Case in the Application of Group Technology 63

Robert W. Lee and James A. Pope

PROCESS STRATEGY

Case 13 Tian Jin Textile Mill 71 C. Carl Pegels

P/OM STRATEGY

Case 14 American Seal 87
Joseph R. Carter and Thomas E. Vollmann

OPERATIONS LAYOUT STRATEGY

Case 15 The ABC University Cafeteria 101 Mohsen M. D. Hassan

HUMAN RESOURCES STRATEGY

Case 16 Lewis Foods Fleet Management 105 Carl R. Ruthstrom, David Cross, and Arthur Nelson

PROCUREMENT/JUST-IN-TIME

Case 17 Mack Trucks 111
Patricia L. Nemetz

AGGREGATE PLANNING TACTICS

Case 18 Can United Plastics, Inc., Survive an Oil-Based Economy?

Margaret F. Shipley

123

Contents

MATERIALS REQUIREMENT PLANNING (MRP)/INVENTORY

Case 19 North-South Airlines 127
Stephen DeLurgio and S. Thomas Foster

PROJECT MANAGEMENT

Case 20 Suburban Health Plan 141 C. Carl Pegels

Case 21 Hope Construction 147
Michael Ballot

QUALITY MANAGEMENT/QUALITY CONTROL

Case 22 Dynamic Seal (C) 151
Joseph R. Carter and Thomas E. Vollmann

INFORMATION TECHNOLOGY IN P/OM

Case 23 Warren County Mental Health Services 163
Robert B. Handfield

READINGS

PRODUCT STRATEGY

Reading 1 Solving the Technology Puzzle 171 Nick W. McGaughey

PROCESS STRATEGY

Reading 2 The Golden Nuggets on the Factory Floor 177 Woodruff Imberman

HUMAN RESOURCE STRATEGY

Reading 3 Human Resource Planning in Flexible Manufacturing Organizations: Possibilities and Concerns 187

Patricia L. Nemetz

PROCUREMENT/JUST-IN-TIME

Reading 4 Determining Performance Appraisal Criteria for Buyers 199
Thomas E. Hendrick and William A. Ruch

MATERIALS REQUIREMENT PLANNING (MRP)/INVENTORY

Reading 5 MRP and PERT: How to Profit from Their Marriage Through Just-in-Time 211

Jay Nathan, Greg Schlegel, and Joseph C. Latona

AGGREGATE PLANNING TACTICS

Reading 6 Manufacturing Resource Planning Systems: Why They Fail 219 Mike C. Patterson

QUALITY MANAGEMENT/QUALITY CONTROL

Reading 7 Improvement of Quality and Productivity
Through Action by Management 223
W. Edwards Deming

P/OM STRATEGY

Reading 8 Assessing Operations Management from a Strategic Perspective 237 Everett E. Adam, Jr., and Paul M. Swamidass

Index of Cases by Company Name 261

Index of Cases and Readings by Author 263