

Barnes: Operations Management – an international perspective Internet Exercises

Chapter 1 - Operations management

Internet exercise

Visit the following websites and answer the following questions:

http://konzern.lufthansa.com/en/html/ueber_uns/geschaeftsfelder/index.html
http://www.lufthansa.com/online/portal/lh/gr/miles_and_more?tl=1&l=en&cid=1000254
<http://a380.lufthansa.com/en/index.php>
<http://www.hamburg-aviation-conference.de/speaker.html>

- What firms / players constitute the aviation supply network of Lufthansa?
- What role does each supply network firm play in the overall efficiency and effectiveness of Lufthansa Airlines operations?
- Do you believe that Lufthansa's operations simply focus on the physical transportation of people (or goods)? Are there any operations aiming at the transformation of people's mind or emotional state? Which operations are these and how do they aim to achieve the former?

Chapter 2 - Operations, strategy and operations strategy

Internet exercise

Visit the following websites and comment on the followings:

<http://www1.euro.dell.com/content/products/category.aspx/notebooks?c=uk&c=s=ukdhs1&l=en&s=dhs>
<http://nikeid.nike.com/nikeid/index.jhtml?ref=emealanding&sitesrc=emealanding#home>
http://www.adidas.com/campaigns/miadidas_teaser/content/?strcountry_adidascom=com
<http://www.expedia.com/default.asp>

- Do you think that the above-mentioned firms share something in common in terms of their operations management? Do you think that they follow the same operations management strategy? If yes, what is this?
- Do you think that the operations strategy followed by the above-mentioned firms is competitive nowadays? Please give reasons to explain your answer.
- What are the performance objectives that this operations management strategy seeks to achieve?
- It is usually said that there is a trade-off between the five possible operations performance objectives, namely: cost, quality, speed, dependability and flexibility. Do you believe that the operations

management strategy of the above firms aims to overcome any of these trade-offs?

Chapter 3 - The internationalization processes: drivers, challenges and benefits

Internet exercise

Read the following paper and comment on the factors that hotel chains consider for assessing the risk and market potential of new markets and then, deciding on the entry model and strategy for entering them and internationalising their business.

<http://www.hotel-online.com/Trends/ChiangMaiJun00/HongJones.html>

Chapter 4 - International operations strategies

Internet exercise

Read the paper on the following website and comment on the following questions:

<http://knowledge.wharton.upenn.edu/papers/619.pdf>

- What is the impact of the interplay between globalization and vertical integration on the operational structure and internationalisation process of multinational firms?

Chapter 5 - Facilities

Internet exercise

Read the following articles and comment on the following questions:

<http://www.wharton.universia.net/index.cfm?fa=viewfeature&language=english&id=806>

<http://knowledge.wharton.upenn.edu/article.cfm?articleid=922>

http://www.economist.com/markets/indicators/displaystory.cfm?story_id=9725614

http://www.economist.com/business/displaystory.cfm?story_id=9040409

http://www.mckinseyquarterly.com/Operations/Performance/When_to_make_India_a_manufacturing_base_1650

- What are the factors that a firm needs to consider when deciding in which country to locate its operations?
- What are the most competitive countries for locating hi-tech businesses nowadays and why?

- What do governments do in order to make their countries more attractive for foreign direct investments (FDI)?

Chapter 6 - Capacity

Internet exercise

Visit and read the following websites and answer the questions below:

http://www.hotel-online.com/Trends/YieldCorner/TopMyths_Dec2000.html

http://www.hospitalityupgrade.com/magazine/magazine_Detail.asp?ID=9

http://www.hotel-online.com/News/PR2002_2nd/Jun02_eyield4.html

<http://www.hotel-online.com/Trends/IDeaS/YieldMeasurement.html>

Also, go to the following website

<http://www.hotelschool.cornell.edu/research/chr/pubs/register/>

- register yourself for a free access to website research publications and reports
- download the following report: [Yield Management](#) by Glenn Withiam
- Why is Yield Management (YM) important in the tourism/hotel sector as well as in services in general? What are the conditions required for applying yield management in an industry?
- How does YM simultaneously manage demand and capacity? How can a service firm apply YM? What are the required steps and processes?
- What is the role of information and communication technologies in applying YM? How can ICT and electronic distribution affect YM implementation?
- How can a service firm measure the performance impact of YM?

Chapter 7 — Process technology

Internet exercise

Visit and read the following websites for answering the questions below:

<http://www.iata.org/stbsupportportal/index>

(all 4 ICT projects, e-ticket, bar coded boarding pass, CUSS, RFID)

<http://www.rfidjournal.com/article/view/643>

<http://whitepapers.zdnet.com/whitepaper.aspx?docid=134719>

http://www.unisys.com/transportation/clients/featured_case_studies/guangzhou_baiyun_international_airport.htm

<http://www.flightglobal.com/SectionHome/SectionDefault.aspx?NavigationID=355&CategoryID=10528&SlotID=25>

(for additional links and articles use the online search engine of this portal)

1. What types of information & communications Technologies (ICT) are promoted and developed by IATA for managing material, information and material processing?

2. How does ICT affect the way interactions and encounters take place with passengers/customers?
3. How are each one of the ICT technologies, covered in question 1 above, going to enhance the efficiency and effectiveness of airlines and airports? Can you identify and categorise the ICT performance impacts based on the five major categories, namely: localized exploitation, internal integration, business process redesign, business network redesign and business scope redefinition? What is the role and importance of integration amongst several ICT applications for business process redesign and re-engineering?
4. How should airports and airlines adapt their operations, and what changes should they introduce (for example in facilities layout, processes etc), to incorporate the ICT applications, covered in question 1 above, in their value chain
5. What factors inhibit airports and airlines from adopting these new ICT applications? How does IATA aim to foster ICT adoption in the aviation industry and help airlines and airports to overcome these factors?

Chapter 8 - The supply network

Internet exercise

RFID technologies are revolutionising the way supply chains operate and the way supply partners coordinate their practices in several industries. However, many firms are reluctant and / or late to adopt and use RFID. Read the following websites and comment on the questions below:

<http://www.rfidjournal.com/> (use the search engine to search for articles)

<http://www.epic.org/privacy/rfid/>

<http://www.technovelgy.com/ct/Technology-Article.asp?ArtNum=20>

[http://www.slais.ubc.ca/courses/libr500/04-05-](http://www.slais.ubc.ca/courses/libr500/04-05-wt2/www/T_Gnissios/problems.htm)

[wt2/www/T_Gnissios/problems.htm](http://www.slais.ubc.ca/courses/libr500/04-05-wt2/www/T_Gnissios/problems.htm)

http://www.progress.com/realtime/publications/rfid_data_management/index.ssp

<http://www.icnirp.de/documents/EASD.pdf>

<http://www.ameinfo.com/66090.html>

<http://www.exploit-rfid.com/newsletter/may07/newsletter.html>

http://www.ebusiness-watch.org/studies/special_topics/2007/rfid.htm

<http://www.rfidconsultation.eu/workshops/380/programme-and-presentation>

[http://www.ida.gov.sg/News%20and%20Events/20050704180053.aspx?getP](http://www.ida.gov.sg/News%20and%20Events/20050704180053.aspx?getPageType=20)

[agetype=20](http://www.ida.gov.sg/News%20and%20Events/20050704180053.aspx?getPageType=20)
<http://www.informationweek.com/showArticle.jhtml?articleID=51202032> (for standards issues)

<http://www.rfidjournal.com/article/articleview/1703/1/1/> (for standards issues)

- How is RFID transforming the way supply chains operate in different industries?
- What are the benefits of RFID for firms, supply chains and consumers?

- What are the factors inhibiting firms from adopting RFID? What is the impact of the development of worldwide RFID standards, and legislation on privacy issues?

Chapter 9 - Planning and control

Internet exercise

Read the following websites and comment on the questions below:

http://www.mckinseyquarterly.com/Public_Sector/Management/Applying_lean_production_to_the_public_sector_1806

http://www.mckinseyquarterly.com/Operations/Performance/Better_manufacturing_in_China_An_interview_with_two_of_PLPs_top_executives_1865

http://www.mckinseyquarterly.com/Operations/Performance/Beyond_manufacturing_The_evolution_of_lean_production_2033

http://www.cio.com/article/29121/Lean_Six_Sigma_Process_Improvement_Needs_to_Know_Its_Place

http://www.cio.com/article/119301/The_Supply_Supply_Chain

- What are the aims of lean manufacturing?
- Is lean manufacturing applicable to services? Why and how?
- How, and why, can lean manufacturing be integrated and combined with six sigma and supply chain management?

Chapter 10 - Quality

Internet exercise

Read the following websites and comment on how the pharmaceutical companies have managed to achieve high quality levels. Do old principles of quality management still hold?

http://www.mckinseyquarterly.com/Operations/Performance/Improving_quality_in_pharma_manufacturing_2047

http://www.mckinseyquarterly.com/Managing_for_quality_An_interview_with_Armand_V_Feigenbaum_2054

Chapter 11 - Work organization

Internet exercise

Read the following websites and comment on the following:

http://www.managementhelp.org/grp_skill/teams/teams.htm

<http://leadership.au.af.mil/sls-skil.htm#models> (read the links for team building)

<http://www.cs.state.ny.us/successionplanning/workgroups/competencies/competencylist.html>

- Why is team working critical for operations?
- How can effective teams be formed and maintained?
- What types of staff competencies are required for effective team working?

Chapter 12 Human resource management

Internet exercise

Read the following case study about HRM in Google. What type of management style is adopted to instil commitment and a desire to innovate in the staff? What approach and types of staff rewards are provided? How is staff performance assessed? Do you think Google has been too innovative and/or too flexible in staff management? What problems are created due to this HRM style? How Google can address them?

http://www.economist.com/business/displaystory.cfm?story_id=9719610

Chapter 13 - New product development

Internet exercise

It is usually said that consumers are becoming 'prosumers' (producers and consumers). Read the following websites and the, identify and discuss the role of the customer in the different stages of new product / service development. How do firms try to exploit and use customers' innovation? Illustrate your arguments with examples taken from the websites.

<http://www.yet2.com/app/about/home>
<http://www.yourencore.com/>
<http://www.innocentive.com/>
<http://www.ninesigma.com/>
<http://www.innovationchallenge.com/>
<http://www.ideacrossing.com/index.php>
<http://brewtopia.com.au/>

Chapter 14 - Performance measurement

Internet exercise

Read the following paper and discuss what changes multinational companies have to do in order to ensure high performance in China? Why it is difficult, and sometimes impossible, to simply transfer concepts of best practice to China and/or other countries?

http://www.mckinseyquarterly.com/Operations/Performance/Bringing_best_practice_to_China_2044

Chapter 15 – Current trends and emerging issues

Internet exercise

Use different websites for identifying and reading about the future trends and challenges in a topic of your interest. Then comment on how the Internet can be used for achieving the above. What are the Internet's strengths and weaknesses? How reliable can the Internet be in this respect, and how could any reliability issues be addressed?