

Operations Management For Competitive Advantage 13th Edition

The Lean concepts and principles described in this book have revolutionized manufacturing practice and business conduct in a manner similar to what Henry Ford's system did for mass manufacturing. Lean production however, involves much more than the adoption of methods and procedures, it requires a change in management philosophy that emphasizes relationship building, trust, and responsibility being conferred to frontline workers and suppliers. Based on three decades of teaching experience, *Lean Production for a Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices* introduces the Lean philosophy and illustrates the effective application of Lean tools with real-world case studies. From fundamental concepts to integrated planning and control in pull production and the supply chain, the text provides a complete introduction to Lean production. Coverage includes small batch production, setup reduction, pull production, preventive maintenance, standard operations, as well as synchronizing and scheduling lean operations. Detailing the key principles and practices of Lean production, the text also: Illustrates effective implementation techniques with case studies from a range of industries Includes questions and completed problems in each chapter Explains how to effectively partner with suppliers and employees to accomplish productivity goals Designed for students who have a basic foundation in production and operations management, the text provides a thorough understanding of the fundamental principles of Lean. It also offers practical know-how for implementing a culture of continuous improvement on the shop floor or in the office, creating a heightened sense of responsibility and pride in all stakeholders involved, and enhancing productivity and efficiency to improve the bottom line. Instructor's material available – please contact: orders@taylorandfrancis.com or call 1-800-634-7064 to request these materials.

This indispensable text offers students a high quality treatment of strategic operations management. It provides the reader with a clear understanding of the importance and nature of operations strategy by determining exactly which management activities, core competencies, resources and technologies underpin an operational strategy. The book demonstrates how various operational elements and components can be combined and customised into unique operational strategies. When these strategies are correctly implemented, they provide sustainable competitive advantage and allow firms to provide a diverse range of services and goods in their increasingly demanding, complex and dynamic marketplaces and spaces. Includes chapters covering customising operational strategies for retail, manufacturing, services and SMEs, and sections on eBusiness and complexity theory in relation to operations theory. Features include: *extended case-studies including several from Europe and the USA *case vignettes *learning objectives *key terms *chapter introduction and 'maps' to aid reader accessibility *'time out' boxes to prompt the reader to reflect on what has been learnt *'critical reflection' boxes that analyse theories and models.

This book explores a range of prospective avenues, models, and operational and strategic approaches to Lean Six Sigma (LSS), a contemporary Continuous Improvement (CI) practice for achieving a quality-based competitive edge in organisations. Lean Six Sigma project case studies from banking organizations help to illustrate the operational dimensions of LSS, while the case-specific and cross-case analyses presented here demonstrate its strategic value. While the case data used to arrive at the findings come from the Banking firms, it allows generalizability beyond the Banking and Financial Services sector. The book contends that LSS is not merely a CI practice, but a higher-order organizational capability, more precisely a dynamic capability, that allows firms to gain a competitive edge based on quality. Addressing the interests of practitioners and researchers alike, the book strikes a balance between theory and practice. For practitioners, it offers guidance

on using LSS to gain a competitive advantage, and on evidence-based practice in quality management and operational excellence. For researchers, it presents a wealth of literature and expands the body of knowledge on quality management. Accordingly, the book is of immense value to both practitioners and researchers, helping the former unlock the value of LSS as both an operational and strategic resource, and highlighting potential research directions and applications for the latter. “This book provides a deep understanding of Lean Six Sigma applications. It inspires by transferring the principles of the concept into uncommon areas of operations and management behind the usual quality and project management. While reading the book I got hit by a great idea of applying Lean Six Sigma in my digital business as well. My impression at the end of the book was that sky is the limit for the right employment of Lean Six Sigma, especially while viewing it from a dynamic capabilities’ lens. Readers of this book will surely receive insights for improving their business processes both operationally and strategically. Although the book is focused on banking, it is actually suitable for a really wide audience. This is a brilliant piece of research as a book that will serve as a guide for transformation by the prism of Lean Six Sigma.” - Professor. Dr. Zornitsa Yordanova, Chief Assistant Professor of Innovation Management, University of National and World Economy, Sofia, Bulgaria “Lean Six Sigma needs to be understood from a systems perspective and there exists a huge knowledge gap in this area of finding holistic solutions to business problems. This book is a very welcome work that addresses this call. It integrates quality management resources and dynamic capabilities view towards practice. Banking and Financial Services was aptly chosen as it has the most direct applicability for social enterprises. Anyone interested in creating more impact with less will surely benefit from reading the book” -Alex Abraham, Chief Executive Officer, Lean Success Partners, Winnipeg, Manitoba, Canada “The book is a refreshing booster to the world of Quality Management especially in the context of Banking and Financial Services. Concepts and terms like “Rapidness of Lean & robustness of Six Sigma to solve operational problems” “Hybrid methodology” resonate very well with what we do in the industry today. Another interesting fact about the book is applying “Dynamic Capabilities approach” to Quality Management, that sets a fresh Quality Oven and ensures this book is definitely a good investment of authors’ intellect. Best part – Even if a reader is new to the world of Quality, this book will be appropriate and resonating. For Researchers and Practitioners, both being leaders or fresh entrants, this book stands out to be a must-read, as it demonstrates the success of the Lean Six Sigma methodology via case studies and practical applications.” -Udit Salvan, Director, Global Transformation & Engineering Network, An American Multinational Financial Services Corporation, New York, USA

Obtaining a competitive advantage in today’s business environment generally does not happen of its own accord. With the speed of global economic change, products to market, technology and customer preferences, organizations must light on their feet and be the drivers of change. Given that most businesses deal with the same buyers in defined markets who purchase similar products, gaining this competitive advantage is critical to both thriving and being leaders in their field. To do this, one must drive efficiencies throughout the entire organization while creating a significant point of difference. Yet, inefficiency continues to run rampant and can be found in the often-forgotten pockets of the organization, hampering efficacy at best, leading it out the door at worst. How Efficiency Changes the Game: Developing Lean Operations for Competitive Advantage provides an insightful process for the executive, manager, and business owner, enabling them to discover inefficiencies where least expected, highlighting both the nature of the primary issues and then how to subsequently correct them. This book will assist in developing lean operations in areas such as leadership, marketing, strategy and planning, sales, time management, workflows, finances, and people.

Electronic Inspection Copy available for instructors here [Key Concepts in Operations Management](#) introduces a selection of key concepts

and techniques in the field. Concise, informative and contemporary, with consideration given to explaining the principles of the topic, as well as the relevant debates and literature, the book contains over 50 concept entries including: Operations Strategy, Managing Innovation, Process Modeling, New Product Development, Forecasting, Planning and Control, Supply Chain Management, Risk Management and many more.

Chase, Jacobs and Aquilano: Operations Management for Competitive Advantage, 11/e (CJA) provides a current and thorough introduction to the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings. The text provides comprehensive coverage, from high-tech manufacturing to high touch services with a balanced treatment. Chase, Jacobs, and Aquilano also thoroughly integrates and discusses current issues such as globalization; supply chain strategy, E-business, and ERP. The concepts are illustrated by using abundant real world examples, articles, illustrations, problems and cases. Technology is integral to the success of this course, as such, CJA also provide students and instructors with an innovative array of leading edge technology learning and teaching tools. This is a substantial new edition of a successful textbook which continues to have a sensible and 'easy to read' style. Each Chapter has a past/present/future theme with a real strategic approach. Strategic Operations Management shows operations as combining products and services into a complete offer for the customer. Services are therefore seen as key and are integrated throughout the material in each chapter. Manufacturing, service supply and other key factors are all shown to be in place. In an era where companies are fond of talking about core competences but still struggle to understand their operations, this is an important for academics and practitioners alike. Only when managers understand their operations will they be able to leverage them into any sort of capabilities that will lead to competitive advantage. Online tutor resource materials accompany the book.

The book includes chapters covering customizing operational strategies for retail, manufacturing, services and SMEs, and sections on e-business and complexity theory in relation to operations theory. Features offered include: extended case studies including several from Europe and the USA; case vignettes; learning objectives; key terms; chapter introduction to aid reader accessibility; "time out" boxes to prompt the reader to reflect on what has been learnt; and "critical reflection" boxes that analyse theories and models.

'This reader is an outstanding piece of work. It captures the essence of operations management by providing an interesting and sometimes provoking set of readings. It also provides an excellent review of the topic. Its approach to operations management is both topical and comprehensive. The editors have done an outstanding job of including many of the significant recent developments in the area, particularly in the technology and operations strategy areas' - Nigel Slack, Professor of Operations Strategy, Warwick University

Chase, Jacobs and Aquilano: Operations Management for Competitive Advantage, 10/e, (CJA), provides a current and thorough introduction to the concepts, processes, and methods of managing and controlling operations in manufacturing

or service settings. The text provides comprehensive coverage, from high-tech manufacturing to high touch services with a balanced treatment. CJA also thoroughly integrates and discusses current issues such as globalization; supply chain strategy, E-business, and ERP. The concepts are illustrated by using abundant real world examples, articles, illustrations, problems and cases. Technology is integral to the success of this course, as such, CJA also provide students and instructors with an innovative array of leading edge technology learning and teaching tools.

Market_Desc: Management; Graduate students of operation management Special Features: - AUTHOR RECOGNITION: Dr. Robert Hayes, Emeritus, Harvard Business School, is the most recognizable academic authority in the field of Operations Management. He is the author and co-author of numerous trade and college books. His Wiley book, Restoring Our Competitive Edge: Competing Through Manufacturing has sold 60,000 copies, and is now in its 15th printing. It was chosen by The American Association of Publishers in 1984 as the best business book on business, management and economics. His article with William Abernathy, Managing Our Way Toward an Economic Decline is generally regarded as the most widely read reprint article in the history of Harvard Business Review.· PREVIOUS TRACK RECORD: Robert Hayes has co-authored two successful hybrid trade/college books. In 1984, he authored Restoring Our Competitive Edge: Competing Through Manufacturing (60,000 sold, of which approximately 20,000 were sold to the college market). In 1990 he was the lead author of Dynamic Manufacturing, for Free Press, (55,000 sold)· AUTHOR PROMOTION: Dr. Hayes maintains an excellent relationship with top executives at Hewlett-Packard, Canton Timken and other Fortune 500 companies, and he will send them complimentary copies to stimulate bulk purchases. Also, the authors will promote the book both to the Production Management Society and The Decision Science Institute. In addition, Dr. Upton will use the text in his executive education courses at Harvard Business School.· COLLEGE MARKET: This book will be strongly considered as the course book for the graduate level operations management course at the top-flight colleges and universities. About The Book: Hayes is a founder of the Operations Strategy field, and all four authors are on the Harvard Business School faculty. In Operations, Strategy, and Technology: Pursuing the Competitive Edge--the long-awaited follow-up to the highly successful classic, Restoring Our Competitive Edge--Bob Hayes, Gary Pisano, Dave Upton, and Steve Wheelwright take a fresh look at the foundations of corporate success. This book addresses the basic principles that guide the development of a powerful operations organization, and describes how a company's operating and technological resources can be applied to create a sustainable competitive advantage in today's new (global and IT-intensive) economy. Achieving a competitive advantage through superior operations is what the authors refer to as the operations edge.

The book teaches international operations concepts which are being employed by leading organizations to secure and

sustain competitive advantage in the 21st Century marketplace.

Smart, strategic inventory management delivers competitive advantage, yet Inventory Turn trends suggest that little seems to change. Sustainable improvement through increasing control of systems and processes generates savings that can, in turn, be invested in growth initiatives. Inventory is not something that just concerns planning, production and finance. By working to better understand and control their inventory-related processes, everyone can drive improvements that will harness inventory's potential to become a source of sustainable competitive advantage. Unlike other guides to inventory management, this book is not only aimed at planners or inventory managers, but details the impact, both direct and indirect, that all functions have on inventory. It is rich in practical tools that can be clearly implemented, including a detailed purchasing strategy and guide to error management. It is also rich in best-practice cases that further show how to implement these methodologies in a real-world context. This book is essential reading for any manager or executive looking to boost their organisation's competitive advantage, as well as students of inventory management, production and operations management.

Operations Management for Competitive Advantage Irwin/McGraw-Hill

The study and practice of operations has shifted to reflect the new challenges and uncertainties of how to thrive in today's ever-changing world. The Operations Advantage identifies the most significant challenges to the practice of operations management and gives guidance on how businesses can respond. Leaders need to link the strategic objectives of the business clearly and logically to its operations performance objectives. The book presents a series of ten activities that will help them to do this and therefore make operations work better, such as designing and configuring internal processes and resourcing the operations appropriately. Based on the global teaching, training and consultancy conducted by the author, The Operations Advantage looks at the application of operations management across a range of sectors, including finance, healthcare, professional services, oil and gas industries. Although these diverse sectors require operations practitioners to apply knowledge in different ways, they essentially deal with the same set of processes. The book is an indispensable and unique guide for anyone with an operational role in any organization, as well as operations management students and academics.

Companies in highly regulated industries face unique challenges in optimizing business performance and profitability while maintaining strong governance and strict regulatory adherence. In High Performance Operations, leading business performance consultant Hillel Glazer shows how to achieve these goals through the successful integration of lean- and systems thinking. Writing for a broad audience of operations and governance executives, Glazer shows how to systematically incorporate compliance into planning for overall performance, value, and profitability, rather than viewing

compliance practices as an end in itself. Glazer helps you discover and implement the pre-conditions for success! uncover the secret sauce that helps you scale their successes, eliminate single points of failure, and get more of what went right! define what value and operational excellence look like in your company, and identify the costs you'll have to pay to achieve them! create solutions, establish proof-of-performance, justify investments, measure performance, and implement continuous improvement! translate solutions into working policies, patterns, processes, and procedures. Using this book's proven techniques, you can build your company into the best place to work, the best value to your customers and the best source of return to your stakeholders. An indispensable resource for all operations managers, compliance teams, process control managers, and other decision-makers in regulated industries such as healthcare, pharmaceuticals, manufacturing, IT, finance, and environmental services.

For undergraduate Operations Management courses. A broad, practical introduction to operations, reinforced with an extensive collection of practice problems. Operations Management presents a broad introduction to the field of operations in a realistic and practical manner, while offering the largest and most diverse collection of problems on the market. The problems found in this text also contain ample support--found in the book's solved-problems, worked examples, and myomlab, Pearson's new online homework and tutorial system--to help students complete and understand assignments even when they're not in class. Note: This is the standalone book, if you want the book/access card order the ISBN below: 0133130762 / 9780133130768 Operations Management Plus NEW MyOmLab with Pearson eText -- Access Card Package Package consists of: 013292062X / 9780132920629 NEW MyOMLab with Pearson eText -- Access Card -- for Operations Management 0132921146 / 9780132921145 Operations Management

All businesses strive for excellence in today's technology-based environment in which customers want solutions at the touch of a button. This highly regarded textbook provides in-depth coverage of the principles of operations and supply chain management and explains how to design, implement, and maintain processes for sustainable competitive advantage. This text offers a unique combination of theory and practice with a strategic, results-driven approach. Now in its fourth edition, Operations Management for Business Excellence has been updated to reflect major advances and future trends in supply chain management. A new chapter on advanced supply chain concepts covers novel logistics technology, information systems, customer proximity, sustainability, and the use of multiple sales channels. As a platform for discussion, the exploration of future trends includes self-driving vehicles, automation and robotics, and omnichannel retailing. Features include: A host of international case studies and examples to demonstrate how theory translates to practice, including Airbus, Hewlett Packard, Puma, and Toyota. A consistent structure to aid learning and retention: Each chapter begins with a detailed set of learning objectives and finishes with a chapter summary, a set of discussion

questions and a list of key terms. Fully comprehensive with an emphasis on the practical, this textbook should be core reading for advanced undergraduate and postgraduate students of operations management and supply chain management. It would also appeal to executives who desire an understanding of how to achieve and maintain 'excellence' in business. Online resources include lecture slides, a glossary, test questions, downloadable figures, and a bonus chapter on project management.

Operation Strategy Second Edition Nigel Slack and Michael Lewis 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. Features Comprehensive and accessible with authoritative authorship and an excellent blend of theory and practice A European context Engaging case studies Teaching resources including an Instructor's Manual with extensive case notes and PowerPoint slides at www.pearsoned.co.uk/slack. What's New? This new edition has been focused to concentrate on the most significant topics in the subject, with 10 chapters replacing the previous 15. New material has been added and coverage of some older topics has been revised (see new table of contents). End-of-chapter case exercises have been replaced by a major end-of-book section of 'Harvard-type' cases. New to the Instructor's resources online: additional cases and a set of questions and answers for class use / exam use. New coverage of hot topics, such as the implications of ERP and Six Sigma on ops strategy, agility and its inter-relationship with lean, supply management issues, operations strategy for competitive advantage and SCM, and implementation.

In a world of stiffening competition, business strategy is more crucial than ever. Yet most organizations struggle in this area--not with formulating strategy but with executing it, or putting their strategy into action. Owing to execution failures, companies realize just a fraction of the financial performance promised in their strategic plans. It doesn't have to be that way, maintain Robert Kaplan and David Norton in *The Execution Premium*. Building on their breakthrough works on strategy-focused organizations, the authors describe a multistage system that enables you to gain measurable benefits from your carefully formulated business strategy. This book shows you how to: Develop an effective strategy--with tools such as SWOT analysis, vision formulation, and strategic change agendas Plan execution of the strategy--through portfolios of strategic initiatives linked to strategy maps and Balanced Scorecards Put your strategy into action--by integrating operational tools such as process dashboards, rolling forecasts, and activity-based costing Test and update your strategy--using carefully designed management meetings to review operational and strategic data Drawing on extensive research and detailed case studies from a broad array of industries, *The Execution Premium* presents a systematic and proven framework for achieving the financial results promised by your strategy.

New solutions and best practices for mitigating risk Includes full length examples in each chapter By three of the world's leading experts in Supply Chain Management In the coming years, several global macrotrends are likely to substantially disrupt modern business practices, add unprecedented complexity to supply chains, and cause massive problems for supply chain, logistics, and operations managers. Now, three leading experts help you understand these macrotrends, anticipate and assess their potential

impact to your business, systematically mitigate emerging risks, and leverage new opportunities for sustainable profit. The authors help you plan for continued population growth and migration; the growing buying power of rising economies; broader and deeper global connectivity; national geopolitical activities aimed at protecting access to natural resources; and the likely impacts of environmental and climate change. They offer actionable insights for virtually all supply-chain related decisions: from locating plants and warehouses to prioritizing markets, designing products, and choosing suppliers.

Describes how to build a competitive edge by developing superior operations This comprehensive, practice-oriented text illustrates how healthcare organizations can gain a competitive edge through superior operations – and demonstrates how to achieve them. Underscoring the importance of a strategic perspective, the book describes how to attain excellence in the four competitive priorities: quality, cost, delivery, and flexibility. The competitive priorities are interrelated, with excellent quality laying the foundation for performance in the other competitive priorities, and with targeted improvement initiatives having synergistic effects. The text stresses the benefits of aligning the entire operations system within the parameters of a business strategy. It equips students with a conceptual mental model of healthcare operations in which all concepts and tools fit together logically. With a hands-on approach, the book clearly demonstrates the “how-tos” of effectively managing a healthcare organization. It describes how to negotiate the different perspectives of clinicians and administrators by offering a common platform for building competitive advantage. To bring the cultural context of a healthcare organization to life, the book engages students with a series of short vignettes of a fictitious healthcare organization as it strives to achieve the status of a highly reliable organization. Integrated throughout are a variety of tools and quantitative techniques with step-by-step instructions to assist in problem solving and process improvements. Also included are mind maps linking competitive priorities and concepts, quick-reference icons, dashboards displaying measurement and process tracking, and boxed features. Several project ideas, team assignments, and creative thinking exercises are proposed. A comprehensive Instructor Packet and online tutorials further enhance the book’s outstanding value.

Key Features: Includes mind maps to connect competitive priorities, concepts, and tools Provides an extensive tool kit for problem solving and process improvements Presents icons throughout the text to emphasize competitive priorities and tool coverage Emphasizes measurement with dashboards and includes data files for statistical process control, queuing, and simulation Demonstrates human dynamics and organizational challenges through realistic vignettes Presents boxed features of frequently asked questions and real-world implementations of concepts Provides comprehensive Instructor Packet and online tutorials This book brings together a winning team of international operations experts to set the framework for building a world-class manufacturing organization. Pharmaceutical Operations Management focuses on key concepts such as: Policy Execution, Risk Management, Supply chain modeling, Advance process control and Six Sigma for the pharmaceutical industry: critical techniques which will offset cost, increase efficiency and turn any manufacture into financial winner.

Recommends a manufacturing strategy that develops production facilities, uses appropriate management systems, and establishes firm relationships with suppliers

"Today, companies are competing in a very different environment than they were only a few years ago. Rapid changes such as a globally interconnected environment, the Internet, big data analytics, advances in technology, and sustainability imperatives have required businesses to adapt their standard practices. Operations management (OM) is the critical function through which companies can succeed in this competitive landscape. Operations management concepts are not confined to one department. Rather, they are far-reaching, affecting every functional aspect of the organization. Whether studying accounting, finance, human resources, information technology, management, marketing, or purchasing, students need to understand the critical impact operations management has on any business"--

High-Value Supply Chain Integration New research, practical priorities, actionable solutions Master new best practices for integrating demand, supply, and partners worldwide Bridge key "integration gaps" to maximize customer value and profit Improve performance in areas ranging from resource availability to returns From leading supply chain integration experts at the University of Tennessee's Haslam College of Business In volatile, global environments, only well-integrated organizations can deliver superior customer outcomes and sustained profitability. Supply chain practitioners are on the frontlines of integration: they must bring together functions ranging from sales to logistics and a world of third-party suppliers. Integration is not easy, but proven solutions exist. In *Achieving Supply Chain Integration*, leading experts reveal what works and how to make it work. The authors and contributors clarify what supply chain integration really means, and why it's even more crucial than many companies realize. You'll learn how to manage core conflicts that make integration difficult, so you can maximize value to both customers and your organization. You'll find example-based, research-driven insights for both internal and external integration, addressing issues ranging from culture to financial metrics. The authors share practical guidance on everything from building more innovative partner relationships to avoiding raw material shortages. Whatever your supply chain or operations responsibilities, you need to integrate more effectively, and this guide will help you do it. Supply chain integration can ensure a smoother, more efficient flow of products, and enable access to third-party resources and capabilities that would be costly or impossible to build internally. However, successful integration has proven challenging, especially as supply chains evolve to encompass even more external partners. *Achieving Supply Chain Integration* shows how to prioritize which processes and functions to integrate and select integration strategies likely to deliver the greatest performance benefits. Drawing on actual successes and failures, UT's researchers illuminate best practices and common mistakes. They present proven approaches to integrating sales, marketing, core supply chain functions such as procurement and logistics, and widely diverse partner relationships. Whether you're a practitioner or student, this guide will help you approach integration projects with "eyes open"—so you can mitigate risks and maximize value. Understanding what integration is and isn't, and why it matters so much Bridging the integration gap to maximize value creation Fully leveraging information in internal and external integration Driving more value by integrating purchasing and logistics Aligning market, environmental, social, and political strategies Achieving deeper demand/supply integration Reducing product returns through better internal integration Building more innovative, collaborative supplier relationships

Operations management is an area of management concerned with overseeing, designing, and controlling the process of production and redesigning business operations in the production of goods or services. It involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed, and effective in terms of meeting customer requirements. It is concerned with managing the process that converts inputs (in the forms of raw materials, labor, and energy) into outputs (in the form of goods and/or services). The relationship of operations management to senior management in commercial contexts can be compared to the relationship of line officers to highest-level senior officers in military science. The highest-level officers shape the strategy and revise it over time, while the

line officers make tactical decisions in support of carrying out the strategy. In business as in military affairs, the boundaries between levels are not always distinct; tactical information dynamically informs strategy, and individual people often move between roles over time. Contents

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Author of the bestselling text Supply Chain Management, John T. Mentzer's companion book Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage has been developed as a supplemental text for any course dealing with strategy and supply chains. Written in an entertaining, accessible style, Mentzer identifies twelve drivers of competitive advantage as clear strategic points managers can use in their companies. Research from more than 400 books, articles, and papers, as well as interviews with over fifty executives in major global companies, inform these twelve drivers. The roles of all of the traditional business functions—marketing, sales, logistics, information systems, finance, customer services, and management—in supply chain management are also addressed.

We're constantly looking for ways to make our companies or organizations more successful. We often ask ourselves: "What can we do to develop and drive maximum organizational performance?" "How can we separate ourselves from the competition?" "How can we build a long-term sustainable advantage?" It used to be that organizations could differentiate themselves through such means as product leadership, advanced technology, geographic coverage or process management tools and systems. But in today's ultra-competitive global business environment, these advantages are short-term and temporary. The reality is that the only long-term sustainable advantage that remains is the "people." However, leveraging your workforce as a practice isn't so easy to understand, let alone accomplish... unless you have a roadmap or path to help you along the way. Human Capital Management: Leveraging Your Workforce for a Competitive Advantage is just that. Your roadmap to maximizing your most important organizational asset: your people. This roadmap is centered on Human Capital Management as a practice, and focuses on how to successfully implement organizational goals that are heavily reliant on the collective efforts of the people in your organization. This book is practical, and from a seasoned business executive's point of view. It's relevant for any size organization, both for profit and not-for-profit. Real-life examples are included to support the principles and key learning points. This book was written primarily

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for people who are in a position to directly and significantly influence an organization through its human capital, that is, CEOs, HR managers and other leaders who are charged with the responsibility to make their organizations successful. It's also applicable to aspiring managers, professionals, and students who can learn new organizational and management techniques that will be helpful to them as they navigate their careers. Whether you're a student aspiring to be a business leader, an already seasoned exec or someone who would like to climb the ranks of their company, this book has plenty of resources to offer with supporting anecdotes that can help not only you, but your organization benefit as a whole.

The SAGE Course Companion on Operations Management is an accessible introduction to the subject that will help readers to extend their understanding of key concepts and enhance their thinking skills in line with course requirements. It provides support on how to revise for exams and prepare for and write assessed pieces. Readers are encouraged not only to think like an operations manager but also to think about the subject critically.

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