

Service Operations Management Improving Service Delivery 4th Edition

DRIVE MORE VALUE FROM YOUR SUPPLY CHAIN BY IMPROVING THE WAY YOU MANAGE CUSTOMER SERVICE Optimize linked interactions across your entire customer service environment Implement customer-centric strategies, including customer-based supply chain segmentation and lifelong customer logistics management Use the business-driven customer service model to align customer services management to business goals, and measure your progress Customer Service Supply Chain Management offers expert guidance for managing your supply chain to deliver more innovative and profitable customer experiences. Pioneering supply chain management experts Alexandre Oliveira and Anne Gimeno provide a comprehensive overview of the topic, detailed descriptions of each high-value approach, and modern applications and best practices proven at leading companies worldwide. Complementing theoretical texts, they offer deep knowledge of how pioneering customer service management techniques are actually applied in the field. This book's content will be exceptionally helpful to both practitioners and students in all areas of supply chain management, customer service, and marketing, including participants in leading certification programs. To build a truly customer-centric business, you must integrate, balance, and optimize four sets of relationships: product, customer, service, and process. By doing this, you empower your business to deliver the high-profit solutions your customers really want: personalized packages of products, services, support, education, and consulting. Customer Service Supply Chain Management offers a complete model and blueprint for achieving these goals. Global supply chain innovators Alexandre Oliveira and Anne Gimeno show how to systematically address key issues ranging from organizational structure, governance, and strategy to day-to-day tactics and operations. Oliveira and Gimeno help you assess where you stand now, identify gaps and priorities, and move rapidly towards greater effectiveness. They introduce realistic examples, applications, and best practices: all designed to help you translate theory into practice, and practice into profits. USE CUSTOMER SERVICE SUPPLY CHAIN MANAGEMENT TO: GROW SALES VOLUME: Increase market share Accelerate revenue cycles Reduce lost sales Support marketing and sales initiatives IMPROVE CUSTOMER EXPERIENCE: Add customer value Optimize cost to serve Deliver the right service at the right cost GROW MARGINS: Reduce cost of sales Improve asset management Balance service levels and cost structures

Across the country ambulances are turned away from emergency departments (EDs) and patients are waiting hours and sometimes days to be admitted to a hospital room. Hospitals are finding it hard to get specialist physicians to come to treat emergency patients. Our EDs demand a new way of thinking. They are not at a tipping point; they are at a breaking point. Under current loads and trends they are going to begin to break and these breakdowns will be painful and

ultimately dangerous to society. Recognizing that the ideal in health care is presently beyond our immediate grasp, this book instead focuses on providing health care leaders with the tools they can employ to optimize the performance of EDs and thereby improve service to patients, employees, and communities. Written by 20 of the most progressive and successful health care reformers in the country, the approaches described can be utilized to quantify improvements, enhance predictability of workflow, and improve staff scheduling. The data derived using these techniques can serve as powerful evidence in support of change. While a common discussion among ED professionals is the perception that many patients are not really emergency patients and could be treated in another setting at another time, that argument is not germane until we as a nation elect to reform the way we chose to deliver healthcare to the underserved. In the meantime this book provides invaluable information to help individual hospitals to retool their ED's. It offers new approaches that think outside of the box for all stakeholders. It also provides the statistical evidence that administrators need to make their cases for changes and added resources. It will help you forecast the demand for services and give your center an approach that will allow the ED to become a source of income rather than one that continues to hemorrhage needed limited health care funding.

"Service Operations Management, 5th Edition, by Robert Johnston et al. is a market-leading text on service operations management and provides a clear understanding of how service performance can be improved in organisations. This textbook applies underlying theories to the real world challenges faced by service operations managers on a daily basis, by providing a diverse range of examples and illustrations. Each chapter provides a range of tools, frameworks and techniques designed to help you better analyse existing operations and understand ways to deal with operational challenges. This book can be used to support a dedicated Service Operations Management course, or a service-focused course in Operations Management. The book is also ideal if you who want to build on knowledge of the basic principles of operations management, and it serves as a handbook for operations managers in service organisations as they seek to develop and implement operations strategies"--

From restaurants to resorts, the hospitality industry demands strong operations management to delight guests, develop employees, and deliver financial returns. This introductory textbook provides students with fundamental techniques and tools to analyse and improve operational capabilities of any hospitality organization.

Operations in Financial Services establishes a framework for this research area from an operations management perspective. The first section presents an introduction and provides an overview of the topic. The second section establishes links between the current state of the art in relevant areas of operations management and operations research and three of the more important aspects of operations in financial services - (i) financial product design and

testing, (ii) process delivery design, and (iii) process delivery management. The third section focuses on the current issues that are important in the financial services operations area. These issues center primarily on mobile online banking and trading in a global environment. The fourth section discusses operational risk aspects of financial services. The final section concludes with a discussion on research directions that may become of interest in the future. The ITSM Process Design Guide: Developing, Rengineering and Improving IT Service Management closes the knowledge gap by providing detailed guidance on assessing, designing, measuring, and integrating ITSM processes. The advice and techniques in this book apply unilaterally to every IT service provider and ITSM framework, standard, and maturity model.

The central focus of this book is how organizations deliver service and the operational decisions that managers face in managing resources and delivering service to their customers.

How do policy makers and managers square the circle of increasing demand and expectations for the delivery and quality of services against a backdrop of reduced public funding from government and philanthropists? Leaders, executives and managers are increasingly focusing on service operations improvement. In terms of research, public services are immature within the discipline of operations management, and existing knowledge is limited to government departments and large bureaucratic institutions. Drawing on a range of theory and frameworks, this book develops the research agenda, and knowledge and understanding in public service operations management, addressing the most pressing dilemmas faced by leaders, executives and operations managers in the public services environment. It offers a new empirical analysis of the impact of contextual factors, including the migration of planning systems founded on MRP/ERP and the adoption of industrial based improvement practices such as TQM, lean thinking and Six Sigma. This will be of interest to researchers, educators and advanced students in public management, service operations management, health service management and public policy studies.

This text presents the ideas and concepts necessary to describe and understand the different facets of operations management in service operations environments.

This volume, in honor of Ben Schneider, highlights his work on the Attraction-Selection-Attrition (ASA) model of organizational behavior which has become one of the most important models in the history of Personnel Psychology. The central tenet of the ASA model is that people matter. Although organizational structure processes, and climate and culture are important, they are fundamentally a reflection of the unique collection of people who populate an organization. This edited volume of original scholarly contributions will add insight to the many implications of Schneider's thinking on the ASA model and organizational climate. Here is an in-depth guide to the most powerful available benchmarking technique for improving service organization performance —

Data Envelopment Analysis (DEA). The book outlines DEA as a benchmarking technique, identifies high cost service units, isolates specific changes for elevating performance to the best practice services level providing high quality service at low cost and most important, it guides the improvement process.

Service Operations Management, Second Edition provides a global perspective on service operations, with expanded coverage of service operations for not-for-profit agencies, charities, NGOs and utilities, alongside commercial companies. With new, updated case studies and original research embracing big-data analytics and neurolinguistics in building customer service systems, this book will be an invaluable tool for postgraduate and MBA students of service operations and undergraduates specialising in hospitality, tourism and public sector management.

This book focuses on complex services, that is, services embodying the knowledge and capabilities of professionals, sought because of the client's lack of knowledge or skills in specialized fields. This book is also concerned with the many organizations, such as hospitals and banks, that provide services requiring a mixture of professional and other services to produce the results that customers or clients need. Professionals, semi-professionals, and technical workers laboring in all spheres of human endeavor, from law to medicine, accounting to engineering, social work to architecture, who are involved or are interested in taking part in managing their businesses, small or large, will find this book an invaluable tool in achieving success. This third edition comes with an augmented value proposition: as you read and try to understand and experiment with the material, you are invited at various points to view video clips, lasting between 15 and 25 minutes, that will clarify, complement, illustrate, or go further than what you are reading.

Master and apply both the technical and behavioral skills you need to succeed in manufacturing or service operations, anywhere in your supply chain! Now, there's an authoritative and comprehensive guide to best-practice manufacturing and service operations in any organization. Co-authored by a leading expert alongside the the Council of Supply Chain Management Professionals (CSCMP), this reference describes the planning, organizing, controlling, directing, motivating and coordinating functions used to produce goods or services. The Definitive Guide to Manufacturing and Service Operations covers long-term strategic decisions; mid-term tactical decisions; and even short-term operational decisions. Topics discussed include: Basic manufacturing and service operations concepts, purposes, terminology, roles, and goals Key elements, processes, and interactions, including facility, material, and labor requirements planning; scheduling; and continuous process and quality improvement Principles, strategies and planning for efficient, effective, and sustainable operations: facilities, production, processes, layout, lead capacity, technology, personnel, measurement, compensation, sustainability, and more Technology for better manufacturing and service operations: MRP II, service systems, ERP, planning, execution, and cost management. Global manufacturing and service operations: LCCs, logistics, labor, financial issues, decisionmaking, contract performance, risk management, and regulation Best practices for assessing performance using standard metrics and frameworks: KPIs, tradeoff analysis, scorecarding, dashboards, and exception management

Score your highest in Operations Management Operations management is an important skill for current and aspiring business leaders to develop and master. It deals with the design and management of products, processes, services, and supply chains. Operations management is a growing field and a required course for most undergraduate business majors and MBA candidates. Now, Operations Management For Dummies serves as an extremely resourceful aid for this difficult subject. Tracks to a typical course in operations management or operations strategy, and covers topics such as evaluating and measuring existing systems' performance and efficiency, materials management and product development, using tools like Six Sigma and Lean production, designing new, improved processes, and defining, planning, and controlling costs of projects. Clearly organizes and explains complex topics Serves as a supplement to your Operations Management textbooks Helps you score your highest in your Operations Management course Whether your aim is to earn an undergraduate degree in business or an MBA, Operations Management For Dummies is indispensable supplemental reading for your operations management course.

"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"--

Focused Operations Management for Health Services Organizations offers managers and staff the practical knowledge and tools they need to accomplish much more within existing resources. This text identifies common bottlenecks and constraints and focuses on the critical issues and processes faced by managers in the health care field. The book provides tools to significantly improve organizational operations as well as enhance quality and customer satisfaction without increasing the use of physical, human, and financial resources.

Operations Management in the Supply Chain: Decisions and Cases is an ideal book for the instructor seeking a short text with cases. This book employs a cross-functional perspective that emphasizes strategy and critical thinking, appealing to non-majors and practical for use in an MBA level or undergraduate course in operations management. The size and focus of the book also make the text attractive for the cross-functional curriculum where students are required to purchase more than one text. The sixteen cases offer variety in length and rigor; and several are from Ivey, Stanford, and Darden. This mix makes the book appropriate for both undergraduates and MBA students.

Building on co-author Sharon Williams' previous title Improving Healthcare Operations, this book examines the role of co-design and coproduction in health and social care. Extending current thinking on coproduction in healthcare and how this can be operationalised, this book opens a discussion around how it can contribute to improvement. Providing a number of case studies, it

links previous public service management, operations management and supply chain management research by extending and translating these core design and improvement principles into health and social care. Considering the wider role of patients, communities and other stakeholders it will challenge and develop existing thinking in relation to co-design, coproduction and redesign of services.

Service Operations Management is an invaluable guide to students and managers confronting operational issues in service management, whether from a general management perspective or focused in specific sectors, such as tourism and leisure or business services. This book is ideal for undergraduates, postgraduates or executives wishing to gain a deeper understanding of managing service operations and improving service delivery."Johnston and Clark is an outstanding text and should remain at the forefront of service management texts for the foreseeable future. It has attracted excellent student feedback." Geoffrey Plumb, Senior Lecturer, Staffordshire University"Finally, a book that encompasses and illustrates all the phases of service processes, giving the right emphasis to each rather than focusing exclusively on the marketing aspects of the service context."Andrea Vinelli, Professor of Operations Management, University of Padova, Italy

Since the beginning of mankind on Earth, if the "busyness" process was successful, then some form of benefit sustained it. The fundamentals are obvious: get the right inputs (materials, labor, money, and ideas); transform them into highly demanded, quality outputs; and make it available in time to the end consumer. Illustrating how operations relate to the rest of the organization, Production and Operations Management Systems provides an understanding of the production and operations management (P/OM) functions as well as the processes of goods and service producers. The modular character of the text permits many different journeys through the materials. If you like to start with supply chain management (Chapter 9) and then move on to inventory management (Chapter 5) and then quality management (Chapter 8), you can do so in that order. However, if your focus is product line stability and quick response time to competition, you may prefer to begin with project management (Chapter 7) to reflect the continuous project mode required for fast redesign rapid response. Slides, lectures, Excel worksheets, and solutions to short and extended problem sets are available on the Downloads / Updates tabs. The project management component of P/OM is no longer an auxiliary aspect of the field. The entire system has to be viewed and understood. The book helps students develop a sense of managerial competence in making decisions in the design, planning, operation, and control of manufacturing, production, and operations systems through examples and case studies. The text uses analytical techniques when necessary to develop critical thinking and to sharpen decision-making skills. It makes production and operations management (P/OM) interesting, even exciting, to those who are embarking on a career that involves business of any kind.

Optimization and evaluation are essential to the operations of several sectors such as the healthcare sector and the agriculture industry. Improvement of optimizations and evaluation are imperative for industry success and ensures that better services are provided to global consumers across sectors. Interdisciplinary Perspectives on Operations Management and Service Evaluation is a critical scholarly publication that focuses on operations management across several sectors and assessment strategies for the

improvement of these industries. Featuring a range of topics such as fuzzy logic, ecosystem services, and metaheuristics, this book is ideal for managers, service evaluators, marketers, academicians, business professionals, researchers, practitioners, and students.

Organizations of all types are consistently working on new initiatives, product lines, and workflows as a way to remain competitive in the modern business environment. No matter the type of project at hand, employing the best methods for effective execution and timely completion of the task is essential to business success. *Operations and Service Management: Concepts, Methodologies, Tools, and Applications* is a comprehensive reference source for the latest research on business operations and production processes. It examines the need for a customer focus and highlights a range of pertinent topics such as financial performance measures, human resource development, and business analytics, this multi-volume book is ideally designed for managers, professionals, students, researchers, and academics interested in operations and service management.

"In *Hospital Operations*, two leading Operations Management experts and five practicing clinicians demonstrate how to apply new OM advances and metrics to substantially improve any hospital's performance. Replete with examples, *Hospital Operations* shows how to generate principles-driven breakthrough ideas to systematically improve emergency departments, operating rooms, nursing units, and diagnostic units." -- Back cover

Service Operations Management Improving Service Delivery Financial Times/Prentice Hall

Practiced by tens of thousands of people across more than 40 countries, Active Operations Management (AOM) is one of the most successful methods for managing performance in service operations. Now the people who developed the method tell you exactly how you can do it for yourself.

Many of the Six Sigma methods successfully used in manufacturing are now being utilized in the transactional and service sectors. However, business-specific issues such as customer billing, order processing, and call center management require a modified set of problem-solving and analytical tools. This resource addresses those differences and provides a roadmap for implementing "customer-centric" Six Sigma. Contents: Transactional Quality Benchmarks: Service Operations, Corporations and Industries * Service Performance Indicators * The Service Crisis * Transactional Six Sigma: Define and Develop, Measure and Trends, Analyze and Improve, Embed * Designing for Transactional Services: Actions of Service Design * Customer Driven Transactional Processes * Designing Transactional Processes * Optimize the Service Design to Ensure a Robust Service Package * Transactional Business * Human Capital * Implementing TSS, Six Sigma in Transactional Processes

Learn the full cycle of building a service business from concept formation through implementation. *SUCCESSFUL SERVICE OPERATIONS MANAGEMENT* shows you how. Through numerous examples, clear writing, and multiple study tools, you'll understand how to develop your business strategy and manage your capacities. Brief and easy-to-use, this Operations Management textbook is the one you'll turn to for years to come.

This international market-leading book, aimed at both students and practising managers, provides a comprehensive and balanced introduction to service operations management. Building on the basic principles of operations management, the authors examine the

operations decisions that managers face in controlling their resources and delivering services to their customers. Combining a unique practical approach with a detailed theoretical underpinning, the authors provide tools, frameworks and techniques for operational analysis and improvement and set operations management within the wider business context, bringing a valuable 'real world' perspective to this growing area. Each chapter includes definitions of key terms, real-world examples and case studies with exercises, questions to test both understanding and application together with recommended further reading and suggested web sites to deepen your knowledge. New features for this 4th edition include: . A new 17 chapter structure . A practical focus on how to deal with the key issues and challenges facing service operations managers . A new chapter on the customer experience . A new chapter on driving continuous improvement . A new chapter on learning from other operations . A new chapter on world-class service . Six new end of chapter case exercises . A new full-colour design

"Service Operations Management" is an invaluable guide to students and managers confronting operational issues in service management, whether from a general management perspective or focused in specific sectors, such as tourism and leisure or business services. This book is ideal for undergraduates, postgraduates or executives wishing to gain a deeper understanding of managing service operations and improving service delivery."

Balancing conceptual and applied coverage of all aspects of the management and operation of services, Service Management has maintained the position as market leader through five previous editions. It is the most comprehensive and widely used introduction to service operations on the market, written by one of the top authorities on the subject, and it is designed to develop students' skills in both strategic and operational issues pertaining to services. New material on Professional Service Firms highlights IBM's initiative to establish a Service Science, Management, and Engineering discipline. The Sixth Edition also offers the latest information on Six-Sigma and RFID, as well as recent developments in other important industry topics. Text coverage spans both qualitative and quantitative aspects of service management and offers flexibility in courses, offering varying approaches to the study of service operations. The ancillary package includes student CD-ROM and Website that includes self-test quizzes, video clips, ServiceModel Software, and the Mortgage Service Game.

In today's competitive markets, considering the demand and the supply chain sides is crucial to keeping revenue and customer satisfaction maximized. Managing and planning demand play a vital role in the sustainability of a company. This is the first book to discuss managerial, mathematical, and conceptual framework of influencing factors on demand along with accurate mathematical analyses to evaluate and raise revenue. The book provides an understanding of the key elements that impact buyer demand. It presents the mathematical relationship between the influencing factors and the demand functions. It discusses the methods used for inspiring demand, how to measure demand dependency on components such as price, quality, and inventory, and it helps management improve alignment between supply and demand by affecting the level and understanding of the role within supply chain management (SCM). This book is applicable for the professional as well as for academia. It can help those working in SCM, project management, production, inventory control, scheduling, engineering management, retail management, and operations management.

Bill Hollins continues his practical investigation of design in the service sector. In this new book with Sadie Shinkins, he provides a down to earth approach to an important topic in the field' - Naomi Gornick, Honorary Professor, University of Dundee

Guiding readers through each stage in the design and implementation of service operations, this book combines lively examples that are easy to relate to with clearly explained theory. Throughout, chapters contain pedagogical features that will help students to get the most from the ideas and examples being presented in the book. They include: - Chapter objectives; - Short cases; - Student exercises; - Chapter summaries; - Further reading

section; - A glossary of key terms.

Understand Consumer Psychology to Drive Profits and Growth Want to know exactly what's driving your customer's behavior? NOW YOU CAN! The Customer Service Solution explains how consumers perceive services and shows you how to enhance the customer experience--every time. In this economic climate, the customer service experience is more critical than ever. Most leading service firms advocate the TLC mantra: Think Like a Customer. That's a good practice, but first you have to understand what your customer is thinking and feeling. Today's business leaders cannot afford to neglect the psychological principles that govern customer satisfaction and long-term loyalty. What are the factors that really determine customer satisfaction? Two of the nation's leading authorities on service psychology, Sriram Dasu and Richard Chase, have written this groundbreaking guide that identifies and demystifies the psychological triggers behind customer behavior. You'll go where customer satisfaction surveys, mystery shoppers, and focus groups can't--and learn exactly why customers respond and behave the way they do. With findings drawn from behavioral science research, this book provides all the tools you need to evaluate your current service platforms and design future strategies to enhance customer perceptions positively and drive your sales. The Customer Service Solution illustrates why even companies with high levels of satisfaction are missing tremendous opportunities by neglecting the emotional elements that govern consumer interactions. This book will show you how to: Shape and manage customer perceptions Understand implicit versus explicit outcomes Develop the roles of control and choice among buyers Design emotionally intelligent processes Build trust among customers Whatever your business may be--healthcare, hospitality, financial services, e-commerce, and more--this book is an essential tool to help you increase profits by leveraging your company's customer experience. PRAISE FOR THE CUSTOMER SERVICE SOLUTION: "Harnessing the power of emotions will help to drive an exceptional customer experience creating customers for life to help your business thrive. Finally, a guide to help us better understand how to do this." -- James Merlino, MD, Chief Experience Officer, Cleveland Clinic "Required reading for anyone designing a service encounter." -- James Heskett, Professor Emeritus, Harvard Business School, coauthor of The Service Profit Chain and Service Future "I have always known that our customers shop with us because they want to, not because they have to. How to make them want to is the secret that this great book unlocks." -- Kevin Davis, President and CEO, Bristol Farms "[Dasu and Chase] share easy-to-understand ideas and guidance to operations managers who typically do not think about the psychology of customers in designing their services." -- Mary Jo Bitner, PhD, Professor and Executive Director, Center for Services Leadership, W. P. Carey School, Arizona State University "Dasu and Chase provide an excellent set of ideas for delivering emotional customer service experiences through systems and operations." -- Rodolfo Medina, Vice President, Marketing & Commercial, Rock in Rio "This book provides valuable insights to managing and molding the customer's emotional journey, leading to ultimate satisfaction and sustainable loyalty." -- Ali V. Kasikci, Regional Managing Director, Orient-Express

Service Management is the potent idea that could change your business. This useful little book is a pocket guide on how to operate any enterprise, described from the point of view of the services it delivers. After all, delivery is what success is all about. It describes the basics, in realistic pragmatic terms. And it is brief - we limited ourselves to 50 pages. Whether you are in manufacturing, trades, retail, IT, not-for-profit...; whether you provide service internally to the rest of your organisation or externally to paying customers; whether you work anywhere from a small business to a government department; this book introduces you to service management. It will get you started, get you up and running, and it will set you on the path to the advanced concepts if that is where you need to be.

"Covers the core concepts and theories of production and operations management in the global as well as Indian context. Includes boxes,

solved numerical examples, real-world examples and case studies, practice problems, and videos. Focuses on strategic decision making, design, planning, and operational control"--Provided by publisher.

The managed flow of goods and information from raw material to final sale also known as a "supply chain" affects everything--from the U.S. gross domestic product to where you can buy your jeans. The nature of a company's supply chain has a significant effect on its success or failure--as in the success of Dell Computer's make-to-order system and the failure of General Motor's vertical integration during the 1998 United Auto Workers strike. Supply Chain Integration looks at this crucial component of business at a time when product design, manufacture, and delivery are changing radically and globally. This book explores the benefits of continuously improving the relationship between the firm, its suppliers, and its customers to ensure the highest added value. This book identifies the state-of-the-art developments that contribute to the success of vertical tiers of suppliers and relates these developments to the capabilities that small and medium-sized manufacturers must have to be viable participants in this system. Strategies for attaining these capabilities through manufacturing extension centers and other technical assistance providers at the national, state, and local level are suggested. This book identifies action steps for small and medium-sized manufacturers--the "seed corn" of business start-up and development--to improve supply chain management. The book examines supply chain models from consultant firms, universities, manufacturers, and associations. Topics include the roles of suppliers and other supply chain participants, the rise of outsourcing, the importance of information management, the natural tension between buyer and seller, sources of assistance to small and medium-sized firms, and a host of other issues. Supply Chain Integration will be of interest to industry policymakers, economists, researchers, business leaders, and forward-thinking executives.

This book is a novel treatment of Operations Management. It takes a fresh insight to this increasingly important topic, exploring fundamental principles equally applicable to service and manufacturing situations. The book adapts a strategic stance by providing a framework for effective decision making and is aimed at practising managers who need to design working processes, manage change and make decisions within a strategic framework. The framework and supporting case vignettes allow the practitioner to grasp essential concepts quickly in a range of different operational contexts. "Bamford and Forrester have done an excellent job in creating a concise, salient, and appealing approach - they have captured the essential elements of designing processes, products and work organizations; exploring approaches to operations planning and control; managing change through effective project management and technology transfer; and then managing quality and improvement strategies". —Professor Rob Handfield, Professor of Supply Chain Management, North Carolina State University, USA "This is an excellent concise text that introduces students to all of the key areas - it's an invaluable aid for students in understanding all of the major aspects of operations and their importance to the success of businesses". —Professor Steve Brown, Professor of Management, University of Exeter Business School, University of Exeter, UK "For today's or tomorrow's business leaders this text has well structured invaluable content ready for immediate adoption. Follow the guide, put it into practice, and the rewards will follow". —Mr Vernon Barker, Managing Director, First TransPennine Express, First Group Plc, UK "This book combines technical theory 'book smarts' with real life experience 'street smarts' in a flowing read". —Mr Stephen Oliver, Vice President Marketing & Sales, Vicor Corporation, Boston, USA

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