

# Company Index

- Adelphia, 15  
Allen-Bradley, 227  
Allied Signal, 400  
Allstate Insurance Company, 419  
Amazon.com, 703  
American Express, 417  
Arthur Andersen, 15  
Atlas Door, 151-152  
AT&T, 417
- Bain & Co., 361  
Bayer, A.G., 360  
Beckman Coulter, 641  
Bell Atlantic, 24  
Bell Telephone Laboratories, 21, 382  
Bloomingdale's, 356  
BMW, 223, 360  
Boeing Company, 3, 646-647  
Bose Corporation, 641-642  
Boston Markets, 45  
Bruegger's Bagel Bakery, 536  
Burger King, 542
- CalComp, 401-402  
Campbell Soup, 696  
Canon, 417  
Caterpillar Inc., 140  
Chrysler Corp., 139-140, 224, 533  
Coca-Cola, 489  
CPC International, 361  
Cummins Engine, 417
- DaimlerChrysler, 224-225  
Dell Computers, 45, 129, 710  
Delta Airlines, 533  
DHL, 46  
Domino's Pizza, 640
- Eastman Kodak Co., 140-142, 400  
Enron, 15  
Ergoworks Consulting, 298  
Ericsson, 432  
eToys, 703  
Express Mail, 640  
Exxon, 489
- Federal Express, 640, 702, 703  
Federated Department Stores, 703  
Fiat, 47  
Fingerhut, 703  
Firestone Tire & Rubber, 124  
Fisher-Price Toy Company, 359  
Florida Power and Light, 417  
Ford Motor Company, 124, 133, 140, 490, 533, 620  
Foxboro Company, 641  
Fred Meyer, 627  
Fuji Photo Film Co., 141
- General Electric, 40, 229, 384, 400  
General Mills, 624
- General Motors, 124, 127, 140, 224, 358-359, 533  
Gerber, 128  
Gillette, 488  
Global Crossings, 15  
Green Gear Cycling, 627-629  
Gulfstream Aerospace, 641
- Harley-Davidson, 641  
Harvey Industries, 533-534  
Hershey Foods, 417  
Hertz, 42  
Hewlett-Packard, 128, 401-402, 417, 696  
Hoechst, A.G., 360  
Home Depot, 489  
Honda, 124, 381  
Honeywell, 641  
H&R Block, 183
- IBM, 39, 641, 704-705  
ImClone Systems, 15  
Insight, Inc., 360  
ITT, 385
- JC Penney, 3  
Johnson & Johnson, 489  
Johnson Wax, 641
- Kmart, 3  
Kodak, 24, 134, 417  
Konica Corp., 141  
Krispy Kreme, 39
- Lew-Mark Baking Company, 57-58  
L.&J.G. Stickley, 612-614  
L. L. Bean, 399, 404, 417  
Lockheed Martin Corporation, 732  
Lotus, 641
- McCormick, 121  
McDonald's Restaurants, 39, 131-132, 542  
Mall of America, 356  
Martin Company, 382  
Martin Marietta, 384  
Maytag, 641  
MCI Communications, 350-351  
Mercedes Benz, 309, 360  
Mercer Management Consulting, 361  
Mexx, 361  
Microsoft, 728  
Mitsubishi Electric, 150-152  
Mobil, 489  
Morton Salt, 262-264  
Motorola, 387, 400, 453, 641
- NAPA Auto Parts, 627  
National Bicycle, 696  
NestléUSA, 709  
New Balance Athletic Shoe, Inc., 25  
Nissan, 381
- Office Depot, 487
- Pennzoil, 302  
Pepsi, 489  
Photikon Corp., 142  
Pier One, 703  
Prada, 488  
Procter & Gamble, 417, 488  
PSC, Inc., 537-539
- Quigley Corporation, 170
- Rubbermaid Incorporated, 543  
Ryder, 698
- Sears, 3, 436  
Shell Oil Company, 533  
Sherwin-Williams, 123, 436  
Siemens, 360, 641  
Solectron Corporation, 658  
Sony, 134-135  
Southwest Airlines, 39  
Sport Obermeyer, 696  
Sterling Health, 303-305  
Stryker Howmedica, 53  
Sun Microsystems, 641
- Target, 489  
Texas Instruments, 400  
Tip Top Markets, 424-426  
Toro, 81  
Toyota Motor Company, 42, 143, 245, 381, 417, 618-620  
Toys "R" Us, 703  
Trek Bicycle Company, 9  
TriState Industries, 633  
Tropicana, 351
- Union Carbide, 24  
United Parcel Service, 533  
University Games Corporation, 360  
UPS, 702, 703  
US Postal Service, 59-61
- Varian, 641  
Vlasic Foods International, 135-137  
VX Corporation, 581
- Wal-Mart, 3, 436, 488, 700, 703  
Wegmans Food Markets, 30-32, 721-723  
Wendy's, 542  
Westinghouse, 641  
Whirlpool, 55-56  
WorldCom, 15
- Xerox Corporation, 41, 130, 140-142, 399, 417  
YKK Corporation, 433

# Subject Index

- A-B-C approach**, 490–492
- Abernathy, W. J., 345
- Acceptable quality level (AQL)**, 473
- Acceptance sampling**; *See also* **Quality control**
  - acceptable quality level, 473
  - average quality of inspected lots, 475–477
  - defined, 431, 470
  - inspection, 432–435
  - operating characteristic curve, 472–475
  - sampling plans, 471
- Accidents, causes of, 313
- Accounting
  - costs, 630
  - forecasting and, 66
  - function of, 18
- Accuracy, in forecasting, 89–91
- Activities**, 737
- Activity-based costing**, 630
- Activity-on-arrow (AOA)**, 737–739, 741–744
- Activity-on-node (AON)**, 737–739, 745–746
- Additive model, 82
- Advertising and promotion, 36, 546
- Aggregate planning**, 540–573; *See also*
  - Inventory management
    - capacity options, 545–547
    - choosing a strategy, 549–550
    - concept of aggregation, 542–544
    - defined, 541
    - demand, 545–546
    - disaggregating the plan, 559–560
    - inputs, 544–545
    - linear programming, 555–558
    - master scheduling, 542, 560–565
    - mathematical techniques, 555–558
    - overview of, 544–545
    - planning levels, 542
    - in services, 558–559
    - simulation models, 557–558
    - techniques for, 550–558
    - trial-and-error techniques, 551–555
    - uneven demand, strategies for meeting, 547–550
- Agile manufacturing, 46
- Agility**, 24, 46
- Ahire, S. L., 401, 428
- Alber, Karen, 724
- Aldridge, M. Dayne, 154
- Algorithm, use in PERT, 740–747
- Allowance factor, in time studies, 318
- American Production and Inventory Control Society (APICS), 18, 492
- American Society for Quality (ASQ), 18
- American Society for Quality Control (ASQC), 382
- Anders, George, 723
- Andon**, 629–630
- Angus, Robert B., 775
- Ansari, Shahid, 428
- Anticipation stocks, 485
- AOQ, 476
- APICS, 18, 492
- Applied research, 134
- Appointment systems, 676
- Appraisal costs**, 391–392
- Apte, Uday M., 154, 224, 237, 264
- AQL, 473
- Argote, Linda, 345
- Armony, Mor, 545
- Arrival patterns, 782–785
- Ashkenas, Ronald N., 775
- Assembly, 219
- Assembly diagram, 578–579
- Assembly line**, 228
- Assembly operation, 9
- Assignable variation**, 437
- Assignment model**, 662–663, 680–682
- Association for Systems Management, 18
- Associative forecasting techniques, 85–89
- Associative model**, 68
- Attributes**, 439, 442–446
- Audits, of suppliers, 717–718
- Automation**, 221–227
  - computer-aided manufacturing (CAM), 222
  - computer-integrated manufacturing, 226–227
    - fixed, 222
    - flexible, 224
  - flexible manufacturing system, 226, 235
  - numerically controlled (N/C) machines, 222–223
  - programmable, 222
  - robots, 223–224
- Autonomation**, 626
- Availability**, 161
- Availability of inputs, 171
- Available-to-promise (ATP) inventory**, 561–564
- Average, moving, 72–75, 96, 101
- Average outgoing quality (AOQ)**, 476
- Average outgoing quality limit (AOQL), 476
- Average quality of inspected lots, 475–477
- Averaging techniques, 72–76, 96, 101
- Avery, Rod, 351
- Awad, Elias M., 307
- Awards, for quality, 383, 390, 393–396
- Ayres, R. U., 237
- Baatz, E., 595, 599
- Bacal, Robert, 303
- Back orders, 546
- Backward scheduling**, 661
- Bakke, N.A., 194
- Balance, 175
- Balance delay**, 241
- Balance sheet approach to problem solving, 416
- Balancing transactions, 637
- Baldrige, Malcolm, 393
- Baldrige Award**, 383, 390, 393–395
- Baldwin, Carliss C., 154
- Ballou, Ronald H., 373, 723
- Banham, Russ, 360, 362
- Bar coding, 456, 487–488, 537–539
- Barnes, Ralph M., 334
- Bartlett, Christopher A., 45, 61
- Basic research, 134
- Batch processing, 218–222
- Batch systems, 487
- Behavioral approaches, to job design, 299–300
- Behavioral school, 299
- Belkoui, Ahmed, 345
- Bell, Janice, 428
- Benchmarking**, 399, 417, 418–419
  - Bender, Paul S., 723
- Bennett, Wayne D., 614
- Benton, W. C., 647
- Bernstein, Aaron, 61
- Berry, Leonard L., 387
- Berry, William L., 539, 573, 615, 621, 647, 690
- Besterfield, Dale H., 428, 469
- Besterfield, Glen, 428, 469
- Besterfield-Micha, Carol, 428, 469
- Besterfield-Sacre, Mary, 428, 469
- Beta distribution**, 748
- Bhatnagar, Rohit, 723
- Bias**, 93
  - Bierman, Harold, 214, 295, 378
  - Big JIT, 622
- Bill of materials (BOM)**, 578–581
- Billington, C., 711, 723
- Binding constraints**, 280
  - Black belts, 400
  - Blackburn, Joseph D., 61, 647
  - Blackstone, John H., 539, 572
  - Blackwell, Kristina, 723
  - Blackwell, Roger D., 723
  - Blueprint, for services, 147–149
  - Blumenstein, Rebecca, 358–359
- Bolwijn, P. T., 194, 264
- BOM, 578–581
- Bonini, Charles P., 214, 295, 378
- Bottleneck operations, 52, 88, 675
- Bounded rationality**, 196
  - Bounds, Gregory, 32
- Bovet, David, 723
- Bowersox, Donald J., 723
- Brainstorming**, 415
- Brandimarte, P., 572
- Brassard, Michael, 428
- Break-even point (BEP)**, 185
- Breakdown maintenance**, 649, 651–652
- Bridger, R. S., 334
- Brooks, Roger B., 539
- B2B, 704
  - Budgeting, 16
  - Buffa, Elwood, 813
  - Bulfin, Robert, Jr., 573
- Bullwhip effect**, 696
- Business organizations, functions within, 4
- Business plan, 542
- Business-to-business (B2B) commerce, 704
- Butman, John, 428
- Buxey, G., 572

- c-chart, 442, 445-446  
 CAD, 138, 757  
 Caldwell, Philip, 620  
 CAM, 222  
 Campy, James, 32  
 Capability analysis, 452-453  
**Capacity, 169, 171-172, 545-546**  
**Capacity cushion, 175**  
 Capacity options, 546-547  
 Capacity planning, 168-194; *See also*  
   **Aggregate planning**  
     defining and measuring, 171-173  
     determining requirements, 175-177  
     developing alternatives, 178-183  
     evaluating alternatives, 184-188  
     factors affecting, 173-174, 175  
     importance of, 170-171  
     key decisions, 174-175  
     make or buy, 177-178  
     service capacity, 183-184  
     rough-cut, 561  
     steps in the process, 175  
**Capacity requirements planning, 593-595**  
 Capacity utilization, 172  
 Cappels, Thomas, 428  
 Caputo, Michael, 173  
 Carbone, James, 705  
 Carlisle, Brian, 334  
 Carpenter, Donna Sammons, 625  
 Carrying costs, 486, 489, 493-496  
 Cartin, Thomas J., 398  
 Carvajal, Doreen, 356-357  
 Carville, Richard O., 141  
 Cases  
   An American Tragedy: How a Good  
     Company Died, 56-57  
   Big Bank, 811  
   The Case of the Mexican Crazy Quilt,  
     773-775  
   Chick-n-Gravy Dinner Line, 424  
   Coquille Refinery Corporation, 832-833  
   DMD Enterprises, 611  
   Eight Glasses a Day (EGAD), 572  
   Grill Rite, 535  
   Harvey Industries, 533-534  
   Hazel, 28-29  
   Hazel Revisited, 59  
   Home-Style Cookies, 57-58  
   Level Operations, 645-646  
   M&L Manufacturing, 118  
   Product Recall, 345  
   Son, Ltd., 294-295  
   Tiger Tools, 467-468  
   Time, Please, 774  
   Tip Top Markets, 424-426  
   Total Recall, 29  
   Toys, Inc., 466-467  
   UPD Manufacturing, 532  
**Cash flow, 187**  
**Cause-and-effect diagrams, 385, 408, 411-412**  
 Cellular layouts, 233-235; *See also* Facilities  
   layout  
**Cellular production, 233**  
**Center of gravity method, 366-368**  
**Centered moving average, 83-84**  
 Central limit theorem, 437  
 Centralized inspection, 435  
**Centralized purchasing, 716**  
**Certainty, 197**  
 Certification  
   employees, 18  
   project managers, 733  
   quality, 396-397  
   suppliers, 635-636, 718  
 Chakrapani, C., 428  
 Change transactions, 637  
 Changeover time, 46  
**Changes, 588**  
**Channel, 782**  
 Chao, X., 690  
 Chapman, Chris, 775  
**Chase demand strategy, 548-549**  
**Check sheet, 407-410**  
 Chopra, Sunil, 723  
 CIM, 226-227  
 Clark, Kim B., 154  
 Classification systems, 490-492  
 Cleland, David I., 775  
 Clements, James P., 775  
 Climate, impact on location decisions, 353  
 Closeness ratings, 249  
 Closs, David J., 723  
 Cohen, Morris A., 154, 224, 237, 264  
 Cole, R. E., 428  
 Collaborative Planning, Forecasting, and  
   Replenishment (CPFR), 706-708  
 Colvin, Geoffrey, 32, 61  
 Combination layouts, 232-233  
 Common variability, 436-437  
 Community factors, in location decisions,  
   353-354  
 Compensation, 326-328  
 Competencies, distinctive, 41, 43  
 Competitive edge, 41  
**Competitiveness, 36-38; See also Strategies**  
 Component commonality, 142  
**Computer-aided design (CAD), 138, 757**  
**Computer-aided manufacturing (CAM), 222**  
 Computer applications  
   CAD, 138, 757  
   CIM, 226-227  
   e-business, 22  
   e-procurement, 704-705  
   EDI, 700  
   ERP, 595-601  
   for forecasting, 97  
   GIS, 352-353  
   layout analysis and, 250-251  
   MRP; *See* Material requirements  
     planning (MRP)  
**Computer-integrated manufacturing (CIM),  
 226-227**  
 Computer simulation, 825  
 Computer viruses, 51  
 Computerized numerical control (CNC), 223  
 Computing algorithm, 740-747  
**Concurrent engineering, 137-138**  
 Condit, Donald, 534  
 Condon, James D., 142  
 Conlin, William, 402  
 Constant lead time, 512  
 Constant service time, 789-790  
**Constraints**  
   binding, 280  
   defined, 266  
   plotting, 271-274  
   redundant, 277-278  
 Consumer price index (CPI), 88  
 Consumer surveys, used to forecast, 69  
**Consumer's risk, 473**  
 Continuous inventory system, 486  
**Continuous improvement, 398-399, 629-630;**  
   *See also* Quality  
 Continuous processing, 220, 221, 222  
 Continuous stocking levels, 515-516  
 Contracts, 718  
 Control, 4, 91-96  
**Control charts, 438-447**  
   attributes, 442-446  
   defined, 92, 411, 435, 438  
   errors, 438-439, 473  
   forecasting and, 92-96  
   mean, 439-440, 442-443  
   range, 441-442  
   run tests, 447-451  
   variables, 439-442  
   when to use, 446-447  
**Control limits, 435, 438-439, 451**  
 Control process, 435-436  
 Conversion process, 4-5  
 Cooper, M. Bixby, 723  
 Copacino, William C., 723  
 Core functions, 11  
 Corner points, 278  
 Corrective action, 4  
**Correlation, 88**  
 Cost accounting, 630  
 Cost analysis, 794-795  
 Cost-profit-volume analysis, 362-364  
 Cost-volume analysis, 184-187  
 Costs  
   activity based, 630  
   appraisal, 391-392  
   carrying, 486, 489, 493-496  
   distribution, 366  
   ERP, 597-598  
   excess, 514  
   failure, 391-392  
   fixed, 184-185  
   holding, 489  
   inspection, 432  
   maintenance, 649  
   nonconformance, 384  
   ordering, 489, 493-496  
   overhead, 630  
   prevention, 391-392  
   quality, 384, 391-392  
   rework, 391  
   setup, 658  
   shortage, 489-490, 514  
   total, 500-504  
   transportation, 247-248, 351, 365, 695  
   variable, 184-185  
 Counting systems, for inventory, 486-489  
 Cox, Jeff, 690  
 C<sub>p</sub>, 453-454  
**CPFR, 706-708**  
 C<sub>pk</sub>, 454-455

- CPM (Critical path method)**, 14, 736-739;  
*See also PERT*
- CR (critical ratio)**, 666-671
- Craft production**, 19, 26
- Crainger, Stuart**, 32
- Crandall, Robert L.**, 677
- Crash**, 754
- Crashing**, 753-756
- Critical activities**, 738
- Critical path**, 738
- Critical path method (CPM)**, 14, 736-739
- Critical ratio (CR)**, 666-671
- Crosby, Philip B.**, 384-385
- Cross, K. F.**, 429
- Cross-docking**, 711
- Cross-trained workers**, 629
- CRP**, 593-595
- Cullinane, Thomas P.**, 775
- Cumulative lead time**, 578
- Cunningham, J. Barton**, 334
- Currency rates**, 359
- Curvilinear regression analysis**, 89
- Customer research**, 134-135
- Customer satisfaction**, 24, 145-146, 486
- Customer service**, 37
- Customization, mass**, 127-129
- Cycle**, 70-71, 85
- Cycle counting**, 491-492
- Cycle stock**, 485
- Cycle time**, 238-239
- Cyclical scheduling**, 678-679
- Danner, David L.**, 334
- Darnell, Michele**, 135
- Davenport, Tom**, 614
- Davis, Mark M.**, 154
- Davis, Stanley B.**, 428, 469
- Decentralized purchasing**, 716
- Decision making**  
 capacity planning; *See* Capacity planning  
 under uncertainty, 197-199  
 decision trees, 200-201  
 establishing priorities, 15  
 ethics and, 15-16  
 expected monetary value criterion, 199-200  
 expected value of perfect information,  
 202-203  
 models, 12-13, 21  
 poor decision, causes of, 196-197  
 quantitative approaches, 14-15  
 under risk, 197, 199-200  
 sensitivity analysis, 203-204, 283-287  
 systems approach, 14-15  
 trade-offs, 14
- Decision Sciences Institute**, 18
- Decision theory**, 188; *See also* Decision making
- Decision trees**, 200-201
- Decision variables**, 266
- Decline phase**, 125-126, 180
- Define, measure, analyze, improve, and control (DMAIC)**, 401
- Delayed differentiation**, 128, 711
- Delivery time**, 46
- Dell, Michael**, 45
- Delphi method**, 69-70, 96
- Delurgio, Stephen**, 118
- Demand**  
 aggregate planning and, 545-546  
 common patterns, 176  
 dependent, 575-576  
 fluctuations in, 175-176  
 independent, 575-576  
 lumpy, 576  
 meeting uneven, 547-550  
 prediction of; *See* Forecasting  
 seasonal, 176
- Demand chain**, 694
- Demand forecasts**, 489
- Deming, W. Edwards**, 383-384, 396, 436-437
- Deming Prize**, 383, 396
- Deming wheel**, 404
- Dependent demand**, 575-576
- Depth skills**, 328
- Derman, C.**, 469
- Design, of products and services**, 120-154  
 availability, 161  
 capacity; *See* Capacity planning  
 changes, 132  
 component commonality, 142  
 computer-aided design, 138  
 concurrent engineering, 137-138  
 cultural issues, 131  
 environmental issues, 124, 139  
 ethical issues, 125  
 idea generation, 133-134  
 Kano model, 145-146  
 legal issues, 124-125  
 life cycles, 125-126, 180, 220  
 manufacturing, 137-142  
 mass customization, 127-129  
 objectives of, 123-124  
 phases, 132-133  
 production requirements, 138-139  
 products *versus* services, 147  
 quality function deployment, 142-144  
 reasons for, 122-123  
 recycling, 139  
 reliability, 129-130, 155-160  
 remanufacturing, 140  
 research and development, 133-134  
 reverse engineering, 133  
 robust design, 130-131  
 standardization, 51, 126-127, 128  
 systems, 9-10
- Design capacity**, 171-172
- Design for assembly (DFA)**, 139
- Design for disassembly (DFD)**, 140
- Design for manufacturing (DFM)**, 139
- Design for recycling (DFR)**, 139
- Design of experiments**, 131
- Design review**, 133
- Designing for operations**, 124
- Deterministic**, 739-740
- Detroit type automation**, 222
- DeWeaver, Mary Feeherry**, 775
- Differentiation, delayed**, 128, 711
- Dimensions of quality**, 386-388
- Direct numerical control (DNC)**, 223
- Disaggregation**, 559-560
- Discounts, quantity**, 485, 499-504
- Discrete stocking levels**, 516-517
- Diseconomies of scale**, 181-182
- Disintermediation**, 712
- Distinctive competencies**, 41, 43
- Distribution costs**, 366
- Distribution function**, 11
- Distribution requirements planning (DRP)**, 700
- Division of labor**, 20
- Dixon, Lance**, 641-642
- Dobbins, H.**, 32
- Dodge, H. F.**, 21, 382
- Dornier, Philippe-Pierre**, 723
- Double-sampling plans**, 471
- Double smoothing**, 80
- DRP**, 700
- Drum-buffer-rope technique**, 675-676
- Due date, rule for sequencing**, 666
- Dummy activity**, 738
- Duncan, A. J.**, 479
- Duray, Rebecca**, 154
- Dynamic line balancing**, 245
- E-business**, 22
- E-commerce**, 22, 696, 702-704
- E-procurement**, 704-705
- Earliest due date (EDD)**, 666-671
- Ease of use**, 389
- Eberle, Ted**, 334
- Ebersole, Phil**, 140, 142
- Economic lot sizes**, 485
- Economic order quantity (EOQ)**  
 defined, 492  
 economic production quantity, 497-499  
 fixed-order-interval model, 511-514  
 model, 492-497  
 in MRP, 590  
 quantity discounts, 485, 499-504  
 reorder points, 504-511  
 single-period model, 514-517
- Economic production quantity (EPQ)**, 497-499
- Economies of scale**, 19, 181
- EDD (earliest due date)**, 666-671
- EDI**, 700
- Effective capacity**, 171-172
- Efficiency**, 52, 172
- Efficiency school**, 299
- Efficient consumer response**, 700
- Ehrsam, Fred**, 361-362
- 80/20 rule**, 407
- Electronic data interchange (EDI)**, 700
- Emerson, Harrington**, 20
- Empowerment**, 399, 416
- Englund, Randall L.**, 775
- Enrick, Norbert L.**, 479
- Enterprise resource planning (ERP)**,  
 595-601; *See also* Material requirements  
 planning (MRP)
- Environment**  
 design issues, 124  
 ISO 14000, 396-397  
 recycling, 139
- Environmental Protection Agency**, 124
- Environmental scanning**, 43-44
- EOQ; See** Economic order quantity (EOQ)
- Eppen, G. D.**, 214
- Eppinger, Steven D.**, 154
- Epple, Dennis**, 345

- Equivalent current value, 187  
 Equivalent interest rate, 188  
**Ergonomics, 298**  
 Erlang, A. K., 779  
 Ernst, Ricardo, 723  
 ERP, 595-601  
**Errors, 90-96, 438-439**  
 Esseling, Erik K. C., 428  
**Ethics**  
   design issues and, 125  
   global operations and, 358  
   operations management, 15-16  
   project management and, 732  
   purchasing, 716-717  
   quality and, 392  
   working conditions and, 314  
 Ettl, John, 264  
**European Quality Award, 395-396**  
 Evans, James R., 387, 469, 833  
 Evans, P., 61  
**Event management, 705**  
**Events, 737**  
**Exception reports, 588**  
**Excess cost, 514**  
 Executive opinions, used to forecast, 69, 96  
 Expand-early strategy, 188  
**Expected monetary value (EMV) criterion, 199-200**  
**Expected value of perfect information (EVPI), 202-203**  
 Experimental design, 131  
 Exponential service time, 788-789  
**Exponential smoothing, 75-76, 80-81, 97, 101**  
**External failures, 391-392**
- Fabrication, 9  
 Fabrycky, W. J., 345  
 Facilities, location of; *See* Location planning  
 Facilities layout; *See also* Location planning;  
   Process selection and design  
   cellular layouts, 233-235  
   combination layouts, 232-233  
   computer analysis, 250-251  
   fixed position, 232  
   line balancing, 236-246  
     cycle time, 238-239  
     defined, 236  
     guidelines for, 241-242  
     mixed model line, 245  
     parallel workstations, 244-245  
     precedence diagram, 239, 242-244  
     procedures, 240  
   need for planning, 227-228  
   process layouts, 231-232, 246-251  
   product layouts, 228-231, 236-246  
   service layouts, 235  
**Factor rating, 365-366**  
**Fail-safing, 398**  
**Failure, 129, 391-392**  
**Failure costs, 391-392**  
 Failure rates, 157-158  
 Fazel, Farzaneh, 401, 429  
 FCFS (first come, first served), 666-671  
 Fearon, Harold F., 723  
 Feasibility, range of, 286  
 Feasibility analysis, 133
- Feasible solution space, 266, 269, 274**  
 Feedback, 4  
 Feigenbaum, Armand, 384  
 Feitzinger, Edward, 154  
 Fender, Michel, 723  
 Ferdows, Kasra, 373  
**Fill rate, 705**  
 Finance function, 4, 66  
 Financial analysis, 187-188  
**Finite loading, 660-661**  
**Finite source**  
   defined, 782  
   queuing models, 799-804  
 Finucane, James, 350  
 First come, first served rule, 666-671  
 Fishbone diagram, 385, 411  
 Fisher, Marshall, 696, 723  
 Fitness, 125  
 Fitness-for-use, 384, 386  
 Fitzgerald, Kevin R., 723  
 Fitzsimmons, James A., 146, 154, 833  
 Fitzsimmons, Mona J., 146, 154  
**5W2H approach, 418**  
 Fixed automation, 222  
 Fixed costs, 184-185  
**Fixed-order-interval model, 511-514**  
 Fixed-order quantity, 487  
 Fixed-period ordering, 590  
**Fixed-position layout, 232; See also** Facilities layout  
 Flattening, of the organization, 25  
 Flexibility, 36, 41, 178  
 Flexible automation, 224  
**Flexible manufacturing system (FMS), 226, 235**  
 Flexible system, 621  
**Flow process chart, 306-307**  
**Flow-shop scheduling, 656**  
**Flow system, 656-657**  
**Flowchart, 148, 407, 408, 409**  
 FMS, 226, 235  
 Fogarty, Donald W., 539, 572, 573  
 Food and Drug Administration, 124  
 Foolproofing, 398  
 Ford, Henry, 619  
**Forecasting, 64-118**  
   accuracy of, 89-91  
   approaches to, 68, 100  
   associative techniques, 85-89, 101  
   choosing a technique, 96, 97  
   common features, 67  
   computers in, 97  
   control of, 91-96  
   defined, 65  
   Delphi method, 69-70, 96  
   demand, 66  
   elements of good, 67-68  
   formulas used in, 101  
   judgment and opinion, based on, 68-70, 96  
   qualitative methods, 68  
   quantitative methods, 68  
   steps in the process, 68  
   techniques, 14  
   time series data, based on  
     averaging, 72-76, 96, 101  
     cycles, 70-71, 85
- Forecasting—Cont.**  
   defined, 68  
   naive method, 70-71, 101  
   seasonality, 70-71, 81-84, 176  
   trend, 70-71, 76-80, 101  
   trend-adjusted exponential smoothing, 80-81, 97, 101  
   uses of data, 66, 96-97  
 Foreign locations, 352, 358-362  
**Forward scheduling, 661**  
 Foster, Thomas A., 428  
 Fowler, Oscar S., 32  
 Francis, Richard L., 264, 373  
 Freivalds, Andris, 334  
 Fulfillment, of orders, 702-703  
 Functional strategies, 38, 40
- Gantt, Henry, 20, 659  
**Gantt charts, 20, 659-660, 736**  
 Garvin, David A., 386, 428  
 Gass, S. I., 295  
 General Agreement on Tariffs and Trade (GATT), 23, 358  
 General-purpose equipment, 231  
**Geographical information system (GIS), 352-353**  
 Georgoff, D. M., 118  
 Ghare, P. M., 345  
 Ghattas, R. G., 775  
 Ghoshal, Sumantra, 45, 61  
 Gido, Jack, 775  
 Gilbreth, Frank, 19, 20, 308-309  
 Gilbreth, Lillian, 20  
 Gillespie, Lori Ciprian, 775  
 Gilmore, James, 154  
 Gispan, Jonathan, 732  
 Gitlow, Howard, 428, 469  
 Global locations, 352, 358-362  
 Globalization, 24, 45, 359, 696  
 Go, no-go gauge, 446  
**Goals, 38-40, 621-622**  
 Goetsch, David L., 428, 469  
 Goldratt, Eliyahu M., 675-676, 690, 758, 775  
 Goods-services continuum, 4-5  
 Goods *versus* services operations, 5-8  
 Gorman, Michael E., 154  
 Gould, F. J., 214  
 Graham, Robert J., 775  
 Grant, Eugene L., 441, 469  
**Graphical linear programming, 268-281**  
   defined, 268  
   feasible solution space, 266, 269, 274  
   minimization, 278-280  
   objective function line, 274-277  
   plotting constraints, 271-274  
   procedures, 269-270  
   redundant constraints, 277-278  
   slack and surplus, 280-281  
   solutions and corner points, 278  
 Gravity method, center of, 366-368  
 Gray, Clifford F., 728, 735, 759, 775  
 Graziopeter, Peter, 303, 305  
 Griffin, Gale, 361  
 Griffin, W., 813  
 Griffith, Gary K., 428, 469  
 Grimes, Bill, 641-642

- Grimshaw, David J., 373  
 Groover, Mikell P., 154, 234, 244, 264  
**Gross requirements**, 581–582  
 Group incentive plans, 328  
**Group technology**, 233–234, 624  
 Growth phase, 180  
 Growth strategies, 45  
 Gryna, Derek S., 428  
 Gryna, Frank M., 428, 469, 479  
 Guide, V. Daniel, 647  
 Gundersen, Norman A., 775  
 Gupta, Tarun, 647
- Hachman, Mark, 61  
 Hall, Robert W., 653  
 Hammer, Michael, 32  
 Handfield, Robert B., 723  
 Harrell, C., 833  
 Harrington, H. James, 428  
 Harris, F. W., 21  
 Harry, Mikel, 428  
 Hausman, Warren H., 214, 295, 378  
 Hayes, R., 221  
 Hazelwood, R. N., 800, 803  
 Hedging, 485  
 Heineke, Janelle, 154  
 Hellburg, R., 194  
 Hendrick, Thomas E., 194  
 Hendricks, Kevin B., 428  
 Hertzberg, Frederick, 20  
 Heskett, James L., 154  
 Heuristic rule, 249  
 High volume systems, scheduling in, 656–657  
 Hill, Terry, 43, 61, 194, 264, 723  
 Hillier, Frederick S., 295, 813, 833  
 Hillier, Mark S., 295, 833  
**Histogram**, 407, 408, 410  
 Hoffmann, Thomas R., 539, 572  
**Holding (carrying) costs**, 486, 489, 493–496  
 Holland, Max, 56  
 Holstein, William J., 61  
 Hopp, Wallace J., 118, 539, 572, 614, 647, 690  
 Hopp, William J., 32  
 Hora, Michael E., 653  
 Horizontal loading, 299  
 Horizontal skills, 328  
 House of quality, 143–145  
**Housekeeping**, 637–638  
 Howley, Lauraine, 53  
 Human relations movement, 20–21  
 Human resources, 18, 66, 326–328  
**Hungarian method**, 663  
 Huse, Edgar F., 333–334
- Illumination, working conditions and, 310–311  
 Implied warranties, 124  
 Incentive plans, 52, 326–328  
**Independence**, 751  
 Independent contractors, 547  
 Independent demand, 575–576  
**Independent events**, 155–156  
 Indexes, 82, 88  
 Individual incentive plans, 328  
 Industrial engineering function, 11  
 Industrial Revolution, 19, 381  
**Infinite loading**, 660–661
- Infinite source**, 782  
 Infinite source models  
   basic relationships, 787–788  
   multiple priorities, 796–799  
   multiple servers, 790–794  
   single server, 788–790  
**Information velocity**, 709  
**Input/output (I/O) control**, 661–662  
 Inputs, 4–6, 561, 577–581  
**Inspection**, 432–435; *See also* **Acceptance sampling**  
 Institute for Operations Research and the Management Sciences, 18  
 Institute for Supply Management (ISM), 18  
 Institute of Industrial Engineers, 18  
**Interchangeable parts**, 20, 127  
 Intermediate plans, 542  
 Intermediate-volume systems, scheduling in, 657–658  
 Intermittent processing, 231  
**Internal failures**, 391–392  
 Internal rate of return (IRR), 188  
 International Organization for Standardization, 396  
 Internet  
   benefits of use, 51  
   company websites, 418–419  
   e-business, 22  
   e-commerce, 22, 702–704  
   e-procurement, 704–705  
**Interviewing**, 417  
 Introduction phase, 180  
**Inventory**, 483  
 Inventory management, 482–539  
   ABC approach, 490–492  
   barcoding, 456, 487–488, 537–539  
   carrying costs, 486, 489, 493–496  
   classification systems, 490–492  
   costs, 486, 489–490  
   counting systems, 486–489  
   cycle counting, 491–492  
   cycles, 493  
   demand forecasts, 489  
   DRP, 700  
   economic order quantity (EOQ)  
     defined, 492  
     economic production quantity, 497–499  
     fixed-order-interval model, 511–514  
     model, 492–497  
     in MRP, 590  
     quantity discounts, 485, 499–504  
     reorder points, 504–511  
     single-period model, 514–517  
   formulas, 519  
   functions of, 485  
   importance of, 484  
   JIT, 626–627  
   lead time information, 489  
   objectives of, 485–486  
   ordering costs, 489, 493–496  
   requirements for effective, 486–492  
   safety stock, 505–506, 589  
   service levels, 505–506, 509–511  
   shortages, 509–511  
   stocking levels, 515–517  
   turnover of, 486
- Inventory records**, 581  
**Inventory turnover**, 486  
**Inventory velocity**, 709  
 Ireland, Samuel, 428  
**Irregular variation**, 70–71  
 Ishikawa, Kaoru, 385  
 Ishikawa diagram, 411  
**ISO 9000**, 396–397  
**ISO 14000**, 396–397
- Jacobs, Robert F., 614  
 Japan Prize, 396  
 Japanese manufacturers, influence of, 21  
 Jeffery, Bill, 614  
**Jidoka**, 626  
 JIT; *See* **Just-in-time (JIT)**  
 JIT II, 641–642  
**Job design**, 296–315; *See also* **Work measurement**  
   behavioral approaches, 299–300  
   compensation, 326–328  
   defined, 298  
   ergonomics, 298  
   methods analysis, 305–308  
   motion study, 308–310  
   motivation, 8, 300  
   specialization, 299, 300  
   teams, 301–305  
   working conditions, 310–315  
**Job enlargement**, 299  
**Job enrichment**, 300  
**Job rotation**, 299  
**Job shop scheduling**, 658–676  
   advantages and disadvantages, 220  
   defined, 218, 658  
   loading, 659–665  
   sequence dependent setup times, 674–675  
   sequencing, 665–671  
   two work centers, sequencing through, 671–673, 683–684  
 Job splitting, 672  
**Job time**, 666–667  
**Johnson's rule**, 671–673  
 Jones, Daniel T., 32, 625  
 Jorgensen, Karen, 334  
**Judgmental forecasts**, 68–70  
 Juran, Joseph M., 384, 428, 469, 479  
**Just-in-time (JIT)**, 616–653  
   beginning of, 618–620  
   defined, 617  
   goals of, 621–622  
   inventory control, 626–627  
   JIT II, 641–642  
   kanban, 633–634  
   level loading, 630–632  
   lot sizes, 589–590, 623–624  
   manufacturing planning and control, 630–638  
   overview of, 643  
   personnel/organizational elements, 629–630  
   process design, 623–627  
   product design, 622–623  
   production flexibility, 626  
   pull systems, 632  
   quality improvement, 622–623, 626

- Just-in-time (JIT)—*Cont.*
  - services; 639–641
  - setup time reduction, 624–625
  - transitioning to, 638–639
  - vendor relationships; 358, 635–637
  - visual systems, 633–634
- Kahn, Salina, 805
- Kaizen; 399**
- Kaminsky, Phillip, 702, 723
- Kanban; 633–634**
- Kanbar, Vijay, 775
- Kano model, 145–146
- Kapp, Karl M.; 614
- Katz, K. L.; 813
- Keating, Barry, 118
- Kelly, John, 131–132
- Kelton, David, 833
- Kerzner, Harold, 775
- Kessler, Michelle, 488–489
- Kilbridge, M. D., 264
- Klammer, Thomas, 428
- Knowledge-based pay; 328**
- Kock, Christopher, 595, 599
- Kolarik, William J.; 469
- Koopman, John, 361
- Kouvelis, Panos, 723
- Kumpe, T.; 194, 264
- Labor factors; impact on location decisions, 352–353
- Labor turnover, 52
- Lankford, William M.; 647
- Laplace; 198**
- Larson, B. M., 813
- Larson, Erik W., 728, 735, 759, 775
- Earson, Melissa, 775
- Latham, Bill, 614
- Latham, Hester-Ford, 614
- Law, Averill, 833
- Lawrence, Carol; 428
- Layoffs, 51
- Layout of facilities; *See* Facilities layout
- Lead time, 17, 489
- Leadership, 630
- Lean operations; *See* Just-in-time (JIT)
- Lean production, 25–26, 245, 617; *See also* Just-in-time (JIT)**
- Learning curves
  - applications, 339–341
  - concept, 335–339
  - limitations, 341–342
- Least squares line, 85–86**
- Leavenworth, Richard, 441, 469
- Lee, Hau L., 154, 711, 723
- Leenders, Michael R., 723
- Legal issues
  - design of products/services; 124–125
  - product liability, 25; 124, 389
  - UCC, 125
  - warranties, 124
- Lehner, Urban C.; 618–619
- Level capacity strategy, 548–549**
- Level loading, 630–632
- Liability, 25, 124, 389
- Lieberman, Gerald J., 295, 813
- Liebhaber, Richard, 350
- Lientz, Bennet P., 428, 775
- Life cycles, 125–126; 180, 220, 729, 734**
- Lindsay, W. M.; 387, 469
- Line balancing**
  - cycle time, 238–239
  - defined, 236
  - guidelines for, 241–242
  - mixed model line, 245
  - parallel workstations, 244–245
  - precedence diagram, 239, 242–244
  - procedures, 240
- Linear decision rule; 557**
- Linear programming, 265–295
  - aggregate planning, 555–558
  - assignment model, 662–663, 680–682
  - computer solutions, 281–283
  - graphical linear programming, 268–281
    - defined; 268
    - feasible solution space, 266, 269, 274
    - minimization, 278–280
    - objective function line, 274–277
    - plotting constraints, 271–274
    - procedures; 269–270
    - redundant constraints, 277–278
    - slack and surplus, 280–281
    - solutions and corner points, 278
  - models; 266–268
  - sensitivity analysis, 283–287
  - simplex method, 281
- Linear regression, simple, 85–89, 101
- Linear trend equation, 77**
- List reduction approach, 416
- Little JIT, 622
- Load charts, 659–660**
- Load reports, 593–594**
- Loading; 659–665**
- Location planning, 346–373
  - evaluating location alternatives
    - center of gravity method, 366–368
    - cost-profit-volume analysis, 362–364
    - factor rating, 365–366
    - transportation model, 365, 374–378
  - factors affecting, 349–355
    - community considerations, 353–354
    - multiple plant, 354–355
      - regional, 351–353, 355
      - site-related factors, 354
    - global locations, 352, 358–362
  - importance of, 348
  - location options, 348–349
  - objectives of, 348
  - procedures for; 349
  - service and retail locations, 8, 351–352, 355–357
- Locational cost-profit-volume analysis, 362–363**
- Logistical transactions, 637
- Logistics, 697–702; *See also* Supply chain management**
  - Long-range plans, 542
  - Long-term capacity, 176
  - Long-term contracts, 718
  - Loper, Marvin, 774
  - Lot-for-lot ordering, 590
  - Lot sizing, 589–590, 623–624**
- Lot tolerance percent defective (LTPD), 473**
- Love, Stephen, 594
- Lovelock, Christopher H., 154
- Low-volume system, 658–676
  - loading, 659–665
  - sequence dependent setup times, 674–675
  - sequencing; 665–671
    - two work centers, sequencing through, 671–673, 683–684
- Lower control limit, 438
- Lumpy demand, 576
- Lund, Robert T., 140–141
- Lynch, R. L.; 429
- Lyne, Jack, 373
- MacDonald, Jim, 123
- McGinnis, Leon F., Jr., 264, 373
- McGregor, Douglas, 20
- Machine productivity, 48
- Machine shop, 231
- McKee, Sandra L., 775
- McNulty, Steven, 136–137
- McPherson, K., 264
- MAD, 90–91, 101
- Maintenance**
  - breakdown, 649, 651–652
  - costs, 649
  - defined, 648
  - predictive, 651
  - preventive, 229, 637–638, 649–651
  - replacement, 652
  - responsibility of, 11
  - total productive, 651
  - Make or buy, 177–178
  - Makespan, 667**
  - Management compensation, 328
  - Management information systems (MIS), 18, 66
  - Management science techniques, 21
  - Mann, Lawrence, Jr., 653
  - Mantel, Samuel, 775
  - Manufacturability, 17, 139**
  - Manufacturing cell, 224, 625**
  - Manufacturing operations, *versus* services, 5–8
  - Manufacturing planning and control, 630–638
  - Manufacturing resources planning (MRP II), 591–592**
  - Manufacturing Strategy*, 43
  - Manufacturing systems
    - automation systems, 221–227
    - cellular, 233–235
    - computer-integrated manufacturing, 226–227
    - designing for, 137–142
    - flexible, 226, 235
    - inventory control, 7–8
    - JIT; *See* Just-in-time (JIT)
  - Margretta, Joan, 61, 723
  - Markels, Alex, 350, 351
  - Market area plant strategy, 354–355
  - Market opportunities and threats, 122
  - Market test, 133
  - Marketing
    - advertising and promotions, 36
    - forecasting, 66
    - function of, 4, 16–17
    - influence on competitiveness, 36

- Marketing—*Cont.*  
 order qualifiers/winners, 43  
 Markets, location decisions and, 351–352  
 Martin, Justin, 723  
 Martin, Tony, 351  
 Maslow, Abraham, 20  
**Mass customization**, 127–129  
**Mass production**, 20, 26  
 Masson, Bernard, 402  
**Master production schedule (MPS)**, 561, 577  
**Master schedule**, 542, 559–565, 577–581, 658  
**Material requirements planning (MRP)**, 574–614  
 benefits and requirements, 591  
 bill of materials, 578–581  
 capacity requirements planning, 593–595  
 defined, 576  
 dependent *versus* independent demand, 575–576  
 ERP, 595–601  
 inputs, 577–581  
 inventory records, 581  
 lot sizing, 589–590  
 master schedule, 542, 559–565, 577–581, 658  
 MRP II, 591–592  
 outputs, 588  
 overview of, 576–577  
 processing, 581–588  
 safety stock, 505–506, 589  
 in services, 590  
 updating the system, 587–588  
 Mathematical decision making models, 13  
 Mathematical techniques, for aggregate planning, 555–558  
 Mathews, Anna Wilde, 811, 813  
 Matrix organization, 729  
 Matta, Nadim F., 775  
 Maturity stage, 125–126, 180  
**Maximax**, 198  
**Maximin**, 198  
 Maximum line length, 795–796  
 Maynard, Micheline, 490  
 Mayo, Elton, 20  
**Mean absolute deviation (MAD)**, 90–91, 101  
**Mean absolute percent error (MAPE)**, 90–91  
**Mean control charts**, 439–440, 442–443  
**Mean squared error (MSE)**, 90–91, 101  
**Mean time between failures (MTBF)**, 157  
 Mears, P., 429  
 Measured daywork systems, 326  
 Meczkowski, Frank, 135–136  
 Meindl, Peter, 723  
 Merchantability, 125  
 Meredith, Jack R., 214, 775  
 Mergers and acquisitions, 43  
**Methods analysis**, 305–308  
 Methods Engineering Council, 321  
 Methods-time measurement (MTM), 321, 322  
 Metters, Richard, 690  
 Metz, Peter, 723  
 Meyers, Fred E., 334  
**Microfactory**, 358  
**Micromotion study**, 310  
 Milakovich, M. E., 429  
 Milas, Gene H., 264  
 Miller, Jeffrey G., 637  
 Milligan, Glenn W., 154  
 Mills, Karen, 624  
**Minimax regret**, 198  
 Minimization, 278–280  
 MIS, 18, 66  
**Mission**, 38–40  
**Mission statements**, 38–40  
 Mitchell, Mike, 709  
 Mitra, Amitava, 429, 469  
 Mixed model line, 245  
 Mixed-model sequencing, 631  
**Models**  
 additive, 82  
 assignment, 662–663, 680–682  
 associative, 68  
 benefits of using, 13  
 decision making, 12–13  
 defined, 12  
 finite source, 782, 799–804  
 infinite source, 787–799  
 inventory, 14  
 Kano, 145–146  
 limitations of, 13  
 linear programming, 266–268  
 mathematical, 13  
 multiplicative, 82  
 physical, 13  
 project, 14  
 schematic, 13  
 statistical, 14  
 transportation, 365, 374–378  
**Modular design**, 129, 622  
 Monden, Yasuhiro, 647  
 Monroe, Joseph, 194, 264  
**Monte Carlo method**, 816–822  
 Montgomery, Douglas C., 469  
 Moog, Bob, 360  
 Moore, Franklin, 194  
 Moore, Jeffrey H., 214  
 Moran, Linda, 334  
 Morrison, Jim, 614  
**Most likely time**, 747  
**Motion study**, 308–310  
**Motion study principles**, 309  
 Motivation, 8, 300  
 Motivational theories, 20–21  
 Moving assembly line, 20  
**Moving average**, 72–75, 96, 101  
 MRP; *See* **Material requirements planning (MRP)**  
 MRP II, 591–592  
 MSE, 90–91, 101  
 MTBF, 157  
 Mullins, Richard, 41  
 Multinational operations, 359  
 Multiple plant location strategies, 354–355  
**Multiple-priority model**, 796–799  
 Multiple regression analysis, 88, 89  
 Multiple resources scheduling, 679  
 Multiple-sampling plans, 471  
 Multiple servers, 790–794  
 Multiple-source purchasing, 636  
 Multiplicative model, 82  
 Mundel, Marvin E., 334  
 Murdick, R. G., 118  
 Musslewhite, Ed, 334  
 Muther, Richard, 249, 264  
 Muther grid, 249  
 NAFTA, 359  
**Naive forecasts**, 70–71, 101  
 Nasr, Nabil, 141  
 National Institute of Standards, 390  
 Negative exponential distribution, 783–785, 824  
**Net-change system**, 588  
**Net requirements**, 582  
 Network conventions, 738–739  
**Network (precedence) diagram**, 737–738  
 Neubauer, Dean, 469  
 Newsboy problem, 514  
 Newsclips  
 \$\$\$, 484  
 Barcodes Might Cut Drug Errors in Hospitals, 456  
 Desperately Seeking E-Fulfillment, 703  
 Dutch Boy Brushes up Its Paints, 123  
 Excess Capacity Can Be Bad News!, 170  
 Ford Tripples Its Billion-Dollar Cost-Cutting Goal, 490  
 General Mills Turns to NASCAR to Reduce Changeover Time, 624  
 High Forecasts Can Be Bad News, 90  
 Hotels Exploring Easier Customer Check-ins, 805  
 Innovative MCI Unit Finds Culture Shock in Colorado Springs, 350–351  
 Less Trash Leaves Landfills in a Bind, 173  
 Medical Mistakes Kill Almost 98,000 a Year, 390  
 More Cars Come with a Shade of Green - Recycled Materials, 139–140  
 NestléUSA and Ocean Spray Form Strategic Operations Alliance, 709  
 “People” Firms Boost Profits, Study Shows, 629  
 Productivity Gains Curb Inflation, 47  
 Productivity Improvement, 53  
 RF Tags: Keeping the Shelves Stocked, 700–701  
 Toyota Mixes and Matches, 245  
 Vying for Patients, Hospitals Think Location, Location, 356–357  
 Xerox’s New Strategy, 41  
 Nichols, Ernest L., Jr., 723  
 Niebel, Benjamin W., 306, 309, 311, 312, 319, 334  
 Noise and vibrations, working conditions and, 312  
 Nolden, Carol, 653  
 Nonlinear trend, 76  
**Normal operating conditions**, 129  
 Normal time, in work measurement, 317–318  
 North American Free Trade Agreement (NAFTA), 359  
**Numerically controlled (N/C) machines**, 222–223  
**Objective function**, 266, 274–277  
 Objectives  
 design, 123–124



- Objectives—*Cont.*  
 inventory management, 485–486  
 location decisions, 348  
 Observed time, in work measurement, 317  
 OC curve, 472–475  
 Occupational Health and Safety  
 Administration, 124  
 Occupational Safety and Health Act of  
 1970, 314  
 Office layouts, 235  
 Ohno, Taiichi, 618  
 Ohson, Kozo, 134  
 Olson, David L., 833  
 On-line systems, 487  
 On-site inspection, 435  
 Ono, Yumiko, 178, 180  
 OPEC, 382  
**Operating characteristic (OC) curve, 472–475**  
**Operations management**  
 careers in, 18  
 decision making and, 12–16  
 defined, 4  
 evolution of, 18–21  
 functions of, 4, 10–11  
 goods *versus* services operations, 5–8  
 importance of, 11  
 interface with other functions, 16–18  
 Japanese influence on, 21  
 role of managers, 9, 11–12  
 scope of, 8–11  
 service operations, 5–8  
 transformation process, 4–6  
 trends in, 21–25  
**Operations strategy, 42–43**  
 Operations Tour  
 Boeing, 646–647  
 Bruegger's Bagel Bakery, 536  
 In the Chips at Jays, 468–469  
 High Acres Landfill, 194  
 Morton Salt, 262–264  
 PSC, Inc., 537–539  
 Stickley Furniture, 612–614  
 US Postal Service, 59–61  
 Wegmans' Distribution System, 721–723  
 Wegmans Food Markets, 30–32  
 Opinions, forecasts based on, 68–70  
 Oppenheim, Alan, 428, 469  
 Oppenheim, Bohdan W., 429  
 Oppenheim, Rosa, 428, 469  
**Opportunity losses, 199**  
**Optimistic time, 747**  
 Order fulfillment, 702–703  
**Order qualifiers, 43**  
**Order releases, 588**  
**Order winners, 43**  
**Ordering costs, 489, 493–496**  
 Organizational strategies, 38, 40  
 Organizations  
 accounting function, 18  
 competitiveness and, 36–38  
 finance function, 4, 66  
 flattening, 25  
 functions within, 4  
 human resources, 18, 66  
 marketing function, 4  
 matrix, 729  
 Organizations—*Cont.*  
 missions, 38–40  
 operations function, 4, 10–11  
 reasons for failure, 37–38  
 Orlicky, Joseph, 614  
 Osborn, Jack D., 334  
**OSHA, 314**  
 Ott, Ellis, 469  
 Ouchi, William, 21  
**Output-based (incentive) system, 326–327**  
 Outputs, 4–6, 561–564, 588  
**Outsourcing, 24, 45, 177–178, 547, 695**  
 Overhead costs, 630  
 Overtime, 546  
 Owens, James, 32  
  
**p-chart, 442, 443–444**  
 Padmanaghan, V., 723  
 Paired comparisons, 416  
 Papadellis, Randy, 709  
 Parallel workstations, 244–245  
 Parameter design, 131  
**Parameters, 267**  
 Parasuraman, A., 387  
**Pareto analysis, 407–410**  
**Pareto phenomenon, 15**  
 Partnerships, 708–709, 719  
**Path, 738**  
 Path probabilities, determining, 750–753  
 Pay systems, 326–328  
 Payback, 187  
**Payoff table, 196**  
 PDSA, 404–405, 412  
 Pear, Robert, 390  
 Pearson, John N., 647  
 Peck, L. G., 800, 803  
**Pegging, 586**  
**Performance-control reports, 588**  
 Periodic orders, 485  
**Periodic system, 486**  
**Perpetual inventory system, 486–487, 504**  
 Personnel, 18  
**PERT (Program evaluation and review technique)**  
 activity-on-arrow, 737–739, 741–744  
 activity-on-node, 737–739, 745–746  
 advantages of using, 756–757  
 algorithms, use of, 740–747  
 defined, 736  
 deterministic time estimates, 739–740  
 network conventions, 738–739  
 network diagrams, 737–738  
 probabilistic time estimates, 747–750  
 slack time, computing of, 746–747  
**Pessimistic time, 747**  
 Peterson, R., 539, 573, 690  
 Pfeiffer, Raymond S., 32  
 Physical decision making models, 13  
 Physical inventory count, 486  
 Pine, B. Joseph, 154  
 Pinedo, M., 690  
 Pipeline inventories, 485  
 Plambeck, Erica L., 545  
**Plan-do-study-act (PDSA), 404–405, 412**  
**Planned-order receipts, 582**  
**Planned-order releases, 582**  
**Planned orders, 588**  
**Planning reports, 588**  
 Planning time, 46  
 Plant layout; *See* Facilities layout  
 Plant locations; *See* Location planning  
 Plotting constraints, 271–274  
**Point-of-sale (POS) systems, 489, 700**  
 Poisson distribution, 782–785  
**Poka-yoke, 398, 643**  
 Pooler, David J., 723  
 Pooler, Victor H., 723  
 Population source, 782  
 Postponement, 128  
 Powers, Richard, 360  
 Prasad, Biren, 154  
**Precedence diagram, 239, 242–244**  
**Predetermined time standards, 321**  
**Predictive maintenance, 651**  
**Predictor variables, 85**  
**Present value (PV), 187**  
**Prevention costs, 391–392**  
**Preventive maintenance, 229, 637–638, 649–651**  
 Price-look-up (PLU), 700  
 Pricing, 36, 485, 545  
 Primary reports, 588  
 Priorities, establishment of, 15  
**Priority rules, 666–667, 682–683**  
 Proactive planning strategies, 545  
**Probabilistic, 739**  
 Probabilistic time estimates, 747–750  
 Problem solving, 14–15, 403–405; *See also*  
 Decision making  
 Process batch, 676  
**Process capability, 451–456**  
 Process charts, 306–307  
 Process control, 432  
 Process design, 623–627  
**Process improvement, 24, 406**  
**Process layouts, 231–232, 246–251; See also**  
 Facilities layout  
 Process plant strategy, location decisions  
 and, 355  
 Process selection and design; *See also*  
 Facilities layout  
 automation, 221–227  
 capacity planning; *See* Capacity planning  
 defined, 217  
 process types, 218–221  
 Process specifications, 133  
**Process variability, 437, 451–452**  
 Processing time, 46  
**Producer's risk, 473**  
**Product bundle, 146**  
 Product design; *See* Design, of products and  
 services  
**Product layout, 228–231, 236–246; See also**  
 Facilities layout  
**Product liability, 25, 124, 389**  
 Product plant strategy, 354  
 Product-process matrix, 220–221  
 Product specifications, 133  
**Product structure tree, 578–580**  
 Production and Operations Management Society  
 (POMS), 18  
 Production capabilities, 138–139

- Production flexibility, 626
- Production line**, 228, 230
- Production requirements, 138-139
- Production systems
- craft, 19, 26
  - lean, 25-26, 245
  - maintenance of, 649-651
  - mass, 20, 26
- Productivity**, 7, 47-53, 390
- Program evaluation and review technique (PERT); *See* **PERT (Program evaluation and review technique)**
- Programmable automation, 222
- Project**, 221
- Project champion**, 732-733
- Project management, 726-775; *See also* **Scheduling**
- advantages of using PERT, 756-757
  - behavioral aspects, 729-734
  - certification, 733
  - computing algorithm, 740-747
  - crashing, 753-756
  - determining path probabilities, 750-753
  - deterministic time estimates, 739-740
  - ethics of, 732
  - Gantt charts, 20, 659-660, 736
  - key decisions, 730-731
  - life cycle, 125-126, 180, 220, 729, 734
  - overview of, 730
  - PERT and CPM, 736-739
  - probabilistic time estimates, 747-750
  - project champions, 732-733
  - project manager role, 731-732
  - risk management, 758-759
  - simulation, 753
  - sources of error, 756-757
  - technology for, 757
  - work breakdown structure, 734-735
- Project Management Institute (PMI), 18, 733
- Project manager, role of, 731-732
- Project models, 14
- Projected on hand**, 582
- Projects**, 728-729
- Promotion, 36, 546
- Prototype development, 133
- Przanyski, Zbigniew H., 429
- Ptak, Carol A., 614, 723
- Public relations function, 18
- Pull systems**, 632
- Pulliam, Susan, 90
- Purchasing
- centralized *versus* decentralized, 716
  - certification of suppliers, 635-636, 718
  - cycle of, 714-715
  - e-procurement, 704-705
  - ethics, 716-717
  - interfaces, 713-714
  - multiple source, 636
  - responsibility of, 10
  - value analysis, 715
- Purchasing cycle**, 714
- Push systems**, 632
- Pyke, D. F., 573, 690
- QFD, 142-144
- Qualitative approaches, to forecasting, 68
- Quality**, 380-429; *See also* **Quality control**
- awards for, 383, 390, 393-396
  - Baldrige Award, 383, 390, 393-395
  - benefits of good, 390
  - certification for, 396-397
  - consequences of poor, 389-390
  - continuous improvement, 398-399, 629-630
  - cost of, 384, 391-392
  - defined, 381
  - Deming Prize, 383, 396
  - determinants of, 388-389
  - dimensions of, 386-388
  - ethics and, 392
  - evolution of, 381-382
  - gurus, 382-385
  - ISO 9000/14000; 396-397
  - kaizen, 399
  - process improvement, 24, 406
  - responsibility for, 390-391
  - of services, 8, 387-388
  - tools
    - benchmarking, 399, 417, 418-419
    - brainstorming, 415
    - cause-and-effect diagrams, 385, 408, 411-412
    - check sheets, 407-410
    - control charts; *See* **Control charts**
    - 5w2h approach, 418
    - flowcharts, 148, 407, 408, 409
    - graphical, 414-415
    - histograms, 407, 408, 410
    - interviewing, 417
    - pareto analysis, 407-410
    - quality circles, 416
    - run charts, 414
    - scatter diagrams, 409, 411
    - total quality management (TQM); 24, 397-403
    - zero defects, 382, 384-385
- Quality at the source**, 399, 435
- Quality-based strategy**, 46
- Quality circles**, 416
- Quality control**, 430-469
- acceptance sampling; *See* **Acceptance sampling**
  - approaches to, 431
  - control charts; *See* **Control charts**
  - defined, 431
  - inspection, 432-435
  - JIT, 622-623, 626
  - process capability, 451-456
  - service sector, 8, 387-388
  - six sigma, 453-454
  - statistical process control; *See* **Statistical process control (SPC)**
- Quality function deployment (QFD)**, 142-144
- Quality of conformance**, 388-389, 435
- Quality of design**, 388
- Quality of work life, 300
- Quality transactions, 637
- Quantitative approach
- to decision making, 14-15
  - to forecasting, 68
- Quantity discounts**, 485, 499-504
- Queue discipline**, 785
- Queuing theory**, 779
- Quick response, 36, 700
- Radford, G. S., 382
- Radio frequency identification (RFID) tags, 488-489, 700-701
- Ragsdale, Cliff T., 295
- Rajan, Murli, 418
- Random**, 816
- Random number table**, 324
- Random variations**, 70-71, 436
- Range control chart**, 441-442
- Range of feasibility**, 286
- Range of optimality**, 284
- Raw materials, location decisions and, 351
- Rea, Kathryn P., 428, 775
- Reactive planning strategies, 545, 550
- Readings
- The ABCs of ERP; 595-599
  - Aesop on Quality Systems, 426-428
  - Benchmarking Corporate Websites of Fortune 500 Companies; 418-419
  - CalComp: Disaster Becomes Success; 401-402
  - Challenges of Managing Services, 28
  - Chip Tags Tell Stores What's Not on the Shelf, 488-489
  - Continuous Improvement on the Free-Throw Line, 412-414
  - CPFR; 706-708
  - Designing Supermarkets, 235-236
  - Developing the JIT Philosophy, 635
  - Do You Want Pickled Beets with That?, 131-132
  - Duplicate Orders Can Lead to Excess Capacity, 544-545
  - E-Procurement at IBM, 704-705
  - Gazing at the Crystal Ball, 98-100
  - Global Strategy: GM is Building Plants in Developing Nations to Woo New Markets, 358-359
  - The International Space Station Project (ISS); 727-728
  - JIT II; 641-642
  - Living With a Self-Directed Work Team, 303-305
  - Making Hotplates, 333-334
  - Making It (Almost) New Again, 140-142
  - Manager's Journal: When Customer Research Is a Lousy Idea; 134-135
  - Not-So-Clear Choices: Should You Export, or Manufacture Overseas?, 360-362
  - The Nuts and Bolts of Japan's Factories, 618-619
  - Pedal Pushers, 627-628
  - Productivity Gains at Whirlpool, 55-56
  - Project Managers Have Never Been More Critical, 732-733
  - Quality Programs Don't Guarantee Results, 403
  - Rise of the 3PL, 701-702
  - Romantic JIT and Pragmatic JIT, 620
  - Servicing Passenger Planes, 677-678
  - Stopped at a Light? Why Not Read This, You May Have Time, 811-813
  - Time-Based Innovation, 150-152

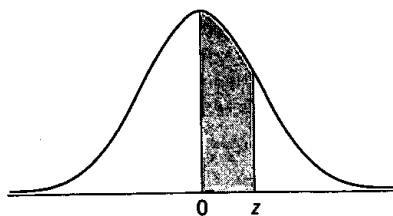
- Readings—*Cont.*  
 The Top 10 ERP Mistakes, 600–601  
 Tour de Force, 224–226  
 Using Information to Speed Execution, 710  
 Vlasic on a Roll with Huge Pickle Slices, 135–137  
 What Works to Cut CTD Risk, Improve Job Productivity?, 314–315  
 Why Manufacturing Matters, 27–28  
 Why Productivity Matters, 50  
 Workplace Upheavals Seem to Be Eroding Employees' Trust, 300–301  
 Would You Like That Rare, Medium, or Vacuum-Packed?, 178–180
- Receiving function, 714  
**Recycling**, 139, 173  
 Reddy, Ram, 98, 100  
 Redesign of products and services; *See* Design, of products and services  
 Reduced transaction processing, 637  
**Redundancy**, 156  
**Redundant constraints**, 277–278  
 Reengineering, 647  
 Reeser, Clayton, 774  
**Regenerative system**, 588  
 Regional factors, location decisions and, 351–353, 355  
**Regression**, 85–89  
**Regret (opportunity loss)**, 199  
**Reliability**, 129–130, 155–160  
**Remanufacturing**, 140–142  
**Reorder point (ROP)**, 504–511  
 Repetitive processing, 219–222, 228–231  
 Replacement maintenance, 652  
**Research and development (R&D)**, 133–134  
 Reservation systems, 677  
 Response time, 46, 712  
 Retail sector  
   layout, 235  
   location planning, 8, 351–352, 355–357  
 Return on investment (ROI), 484  
**Return on quality**, 392  
**Reverse engineering**, 133  
 Rework costs, 391  
 RFID, 488–489, 700–701  
**Risk**, 197, 199–200  
 Risk management, 758–759  
 Ritter, Diane, 428  
 Roach, Stephen, 61  
 Robinson, Alan, 418  
 Robitaille, Denise E., 426  
**Robot**, 223–224  
**Robust design**, 130–131  
 Rolling horizon, 544, 588  
 Romig, H. G., 21, 382  
 Roos, Daniel, 32, 625  
 Rosenthal, Stephen R., 154  
 Ross, D. F., 61, 723  
 Ross, Joel E., 429  
 Ross, S. M., 469  
**Rough-cut capacity planning**, 561  
 Rowe, G., 118  
**Run chart**, 414  
 Run size, of jobs, 657–658  
 Run tests, 447–451  
 Rush, 666–671
- S/O (Slack per operation) rule, 666–671, 683  
 Safety, 51, 312–314  
**Safety stock**, 505–506, 589  
 Salegna, Gary, 401, 429  
 Salesforce opinions, used to forecast, 69  
 Sampling distribution, 437–438  
**Sampling plans**, 471  
 Sasser, W. Earl, 154  
 Scanning, environmental, 43–44  
**Scatter diagrams**, 409, 411  
 Schardt, David, 235  
**Schedule chart**, 659, 661  
**Scheduled receipts**, 582  
**Scheduling**, 654–690  
   appointment system, 676  
   assignment model, 662–663, 680–682  
   backward, 661  
   cyclical scheduling, 678–679  
   defined, 655  
   forward, 661  
   Gantt charts, 20, 659–660, 736  
   high-volume systems, 656–657  
   Hungarian method, 663  
   intermediate volume systems, 657–658  
   job shops/low-volume system, 658–676  
     loading, 659–665  
     sequence dependent setup times, 674–675  
     sequencing, 665–671  
     two work centers, sequencing through, 671–673, 683–684  
   multiple resources, 679  
   problems with, 174, 675  
   reservation system, 677  
   service systems, 676–679  
   theory of constraints, 675–676  
   workforce scheduling, 678  
 Schematic decision making models, 13  
 Scherkenbach, W. W., 429  
 Schilling, Edward G., 469  
 Schlesinger, Leonard A., 154  
 Schmidt, C. P., 214  
 Schorr, John E., 723  
 Schragenheim, Eli, 614, 723  
 Schroeder, Richard, 428  
 Science of management, 19  
 Scientific management, 19–20, 299  
 SCOR model, 705–706  
 Scott, Gerald, 224, 226  
 Scrap rates, 51  
 Seasonal demand patterns, 176  
 Seasonal indexes, 82  
 Seasonal inventories, 485  
**Seasonal relative**, 82  
**Seasonal variations**, 81–84, 176  
**Seasonality**, 70–71, 81–84  
 Sebastianelli, Rose, 418  
 Secondary reports, 588  
**Self-directed teams**, 301–305  
**Sensitivity analysis**, 203–204, 283–287  
 Sequence dependent setup times, 674–675  
**Sequencing**, 665–671  
 Servers, numbers of, 782–783  
**Service**, 146  
**Service blueprint**, 147–149  
**Service delivery system**, 146  
 Service design, 146–149; *See also* Design, of products and services  
 Service layouts, 235  
**Service level**, 505–506, 509–511  
**Service package**, 146  
 Service patterns, 782–785  
 Service sector  
   aggregate planning, 558–559  
   capacity planning, 183–184  
   designing for, 146–149  
   employment in, 11  
   facilities layout, 235  
   inspection points, 434  
   JIT, 639–641  
   location planning, 8, 355–357  
   *versus* manufacturing, 5–8  
   MRP, 590  
   operations activities, 8  
   productivity, 50–51  
   quality, 8, 387–388  
 Setrakian, Scott, 361  
 Setup costs, 658  
 Setup time reduction, 624–625  
**Shadow price**, 286  
 Shafer, Scott M., 775  
 Sharman, Graham, 403  
 Shaw, John C., 154  
 Sheffi, Yossi, 723  
 Shellenbarger, Sue, 300–301  
 Shewhart, Walter, 21, 382–383, 412–414  
 Shewhart cycle, 404  
 Shin, Hojung, 647  
 Short range planning, 561  
 Short-range plans, 542  
 Short-term capacity needs, 176  
**Shortage costs**, 489–490, 514  
 Shortages, 509–511  
 Shulman, L. E., 61  
 Shunk, Dan L., 264  
 Silver, E. A., 539, 573, 690  
 Silverstein, Judith, 703, 723  
 Simchi-Levi, David, 702, 723  
 Simchi-Levi, Edith, 702, 723  
 Simo chart, 310, 311  
 Simple linear regression, 85–89, 101  
**Simplex method**, 281  
**Simulation**, 814–833  
   advantages and limitations of using, 825–826  
   computer simulation, 825  
   defined, 814  
   Monte Carlo method, 816–822  
   project management and, 753  
   steps in the process, 815–816  
   theoretical distributions, 822–825  
**Simulation models**, 557–558  
 Simultaneous chart, 310, 311  
 Simultaneous development, 137  
 Singhal, Vinod R., 428  
**Single-period model**, 514–517  
 Single-sampling plans, 471  
 Single server, 788–790  
 Sipper, Daniel, 573  
 Site related location factors, 354  
**Six sigma**, 400–401, 453–454  
**Slack**, 280–281, 738

- Slack time, 546, 746–747  
 Slater, Derek, 595, 599, 614  
 Smith, Adam, 20  
 Smith, Gerald, 429, 469  
 Smith-Daniels, Dwight, 775  
 Smoothing, exponential, 75–76, 80–81, 97, 101  
 Sole source suppliers, 636  
 Solutions and corner points, 278  
 S&P 500 Index, 390, 395  
 SPC; *See* **Statistical process control (SPC)**  
 Spearman, Mark L., 32, 118, 539, 572, 614, 647, 690  
 Special variation, 437  
**Specialization, 299, 300**  
**Specifications, 133, 451–452**  
 Spencer, Michael S., 647  
 SPT (shortest processing time), 666–671  
 Sriparavastu, Loknath, 647  
 Stalk, George, Jr., 61, 150, 152  
 Stamatis, D. H., 429  
**Standard elemental times, 320**  
 Standard parts, 622  
**Standard time, 315, 318**  
**Standardization, 51, 126–127, 128**  
 Standardized parts, 20  
 Statistical models, 14  
**Statistical process control (SPC), 435–451**  
 control charts  
   attributes, 442–446  
   defined, 92, 411, 435, 438  
   errors, 438–439, 473  
   forecasting, 92–96  
   mean, 439–440, 442–443  
   range, 441–442  
   run tests, 447–451  
   variables, 439–442  
   when to use, 446–447  
 control process, 435–436  
 defined, 435  
 statistical quality control, 382, 396  
 variations and control, 436–438  
 Statistical quality control, 382, 396  
 Stauffer, Robert, 264  
 Steeples, Marion M., 429  
 Steinberg, Neil, 468–469  
 Step costs, 186  
 Stevens, Tim, 627–628  
 Stevenson, William J., 214, 295, 376, 378, 429, 775, 813  
 Stocking levels, 515–517  
 Stockouts, 485  
 Stokes, Andrew, 225  
 Stoll, Henry, 264  
**Stopwatch time study, 315–320, 326**  
 Storage layouts, 235  
 Straight piecework, 328  
**Strategic partnerships, 708–709**  
**Strategies**  
 defined, 38  
 external, 44  
 formulation of, 43–45  
 functional, 38, 40  
 goals, 38–40  
 growth, 45  
 internal, 44  
**Strategies—Cont.**  
 mission, 38–40  
 operations, 42–43  
 organizational, 38, 40  
 quality based, 46  
 time based, 46  
 Strengths, weaknesses, opportunities, and threats (SWOT), 43  
 Subcontracting, 547  
**Suboptimization, 197**  
 Substitutability, of parts, 142  
 Sullivan, Robert S., 833  
 Summers, Donna, 405, 429, 469  
**Suppliers**  
 analysis of, 717  
 audits, 717–718  
 certification of, 635–636, 718  
 JIT systems, 635–636  
 management of, 717–719  
 partnerships with, 708–709, 718–719  
 quality and, 399  
 selection of, 717  
 sole source, 636  
 tiers of, 636–637  
 world class, 718  
**Supply chain, 23, 174, 693**  
 Supply chain management, 692–724; *See also*  
   Purchasing  
     benefits of effective, 696  
     challenges, 713–717  
     CPFR, 706–708  
     defined, 23–24, 693–695  
     distribution requirements planning, 700  
     e-commerce, 22, 696, 702–704  
     electronic data interchange, 700  
     elements of, 696–697  
     logistics, 697–702  
     need for, 695–696  
     outsourcing and, 24  
     purchasing and, 713–717  
     requirements for success, 705–706  
     steps in creating effective, 708–709  
     supplier management, 717–719  
     value chains, 694  
 Supply Chain Operations Reference (SCOR)  
   model, 705–706  
**Supply chain visibility, 705**  
**Surplus, 280–281**  
 Surveys, consumer, 69  
 Sutton, Margaret, 775  
 Swamidass, Paul M., 154  
 Swanson, Christine A., 647  
 SWOT analysis, 43  
**System, 14**  
 System design, 9–10; *See also* Process selection and design  
 System flexibility, 175  
 System nervousness, 593  
 System operation, 10  
 System utilization, 787  
 Systems approach, to decision making, 14–15  
**Tactics, 38**  
 Taguchi, Genichi, 131, 385, 455  
 Taguchi cost function, 385, 455  
 Taguchi's approach, to robust design, 131  
 Tamimi, Nabil, 418  
 Tangible output, 5  
 Taxes, impact on location decisions, 353  
 Taylor, Bernard W., 214, 295  
 Taylor, Frederick Winslow, 19–20, 299, 382  
**Teams**  
 incentives for, 328  
 problem solving and, 399  
 self managed/directed, 301–305  
 Technology; *See also* Internet  
 impact on strategies, 44  
 management of, 22  
 productivity improvements and, 51  
 Temperature and humidity, 310  
 Teplitz, Charles T., 345  
 Ternicko, John, 154  
 Tersine, Richard J., 539  
 Theoretical distributions, 822–825  
 Theory of constraints, 675–676  
 Theory X, Y, Z, 20–21  
**Therbligs, 310**  
 3-PL (Third-party logistics), 701–702  
 Three-sigma, 441  
 Time-based competition, 542  
**Time-based strategy, 46**  
**Time-based system, 326–327**  
 Time buckets, 581  
 Time estimates  
   deterministic, 739–740  
   probabilistic, 747–750  
**Time fences, 564–565, 593**  
 Time-ordered plot, 438  
 Time-phased requirements, 581  
 Time reduction, 24, 46  
**Time series, 70**  
 Time series data, forecasting using  
   averaging, 72–76, 96, 101  
   cycles, 70–71, 85  
   defined, 68  
   naive method, 70–71, 101  
   seasonality, 70–71, 81–84, 176  
   trend, 70–71; 76–80, 101  
   trend-adjusted exponential smoothing, 80–81, 97, 101  
**Time-series forecasts, 68**  
 Time studies, 315–320, 326  
 Time value of money, 187  
 Timing, 175  
 Tippett, L. H. C., 21  
 Tolerances, 451  
 Torgersen, P. E., 345  
 Total-cost curve, 500–504  
 Total cost of ownership (TCO), 597  
**Total productive maintenance, 651**  
**Total quality management (TQM), 24, 397, 398–403; See also Quality**  
 Townsend, George F., 428  
 Toyota Production System (TPS), 628  
 TQM, 24, 397–403  
**Tracking signal, 93, 101**  
 Trade-off decisions, 14  
**Traffic management, 699**  
 Training, 8, 299  
 Transfer batch, 676  
 Transformation process, 4–6

- Transportation  
   costs, 247–248, 351, 365, 695  
   model, 365, 374–378  
 Transportation-type programming model, 555–557  
**Trend, 70–71, 76–80, 101**  
**Trend-adjusted exponential smoothing, 80–81, 97, 101**  
 Trial-and-error techniques, 551–555  
 Trust, in management, 300–301  
 Tumay, K., 833  
 Turban, Efraim, 214  
 Turnover  
   inventory, 486  
   labor, 52  
**Two-bin system, 487**  
 Two work centers, sequencing jobs through, 671–673, 683–684  
**Type I error, 438–439, 473**  
**Type II error, 439, 473**  
  
 U-shape layouts, 230–231  
 Ulrich, Karl T., 154  
**Uncertainty, 197–199**  
**Uniform Commercial Code (UCC), 125**  
**Universal Product Code (UPC), 487–488, 700**  
 Upper control limit, 438  
 Upton, David, 194, 264  
  
**Value-added, 5**  
**Value analysis, 715**  
 Value chains, 694  
 Van Nim Wegen, Harm, 428  
 Vargus, Vicente, 690  
 Variability, process, 437, 451–452  
 Variable costs, 184–185  
 Variable demand, 512  
**Variables, 439–442**  
 Variations and control, in SPC, 436–438  
 Velocity, 709  
**Vendor analysis, 717**  
  
 Ventilation, 310  
 Vertical loading, 300  
 Vertical skills, 328  
 Villa, A., 572  
 Vision statements, 39–40  
 Visual inspection, 234–235  
 Visual systems, 633–634  
 Viswanathan, S., 723  
 Vollman, Thomas E., 539, 573, 615, 621, 637, 647, 671, 690  
 Vranizan, Michelle, 401  
  
 Wages/salaries, 326–328  
 Wait-and-see strategy, 188  
 Waiting lines, 778–813  
   analysis of, 188  
   characteristics of, 781–786  
   cost analysis, 794–795  
   finite-source models, 799–804  
   goals of analysis, 780–781  
   infinite source models  
     basic relationships, 787–788  
     multiple priorities, 796–799  
     multiple servers, 790–794  
     single server, 788–790  
   managerial implications of, 780  
   maximum line length, 795–796  
   performance measures, 786  
   queue discipline, 785  
   queuing theory, 779–780  
   reasons for, 780  
 Walker, William T., 724  
 Ward, Stephen, 775  
 Ware, Norman, 573  
 Warehousing, 235  
 Warranties, implied, 124  
 Wartzman, Rick, 56  
 Waste, in JIT, 622  
 Weatherford, Larry R., 214  
**Weighted average, 74–75**  
 Weightman, Clive, 601  
  
 Weinstein, Bob, 732  
 Wester, L., 264  
 Whang, Seunjin, 728  
 Wheatley, Malcolm, 615  
 Wheeler, John, 249  
 Wheelwright, S., 221  
 White, John A., 264, 373  
 White, Richard E., 647  
 Whitney, Eli, 20  
 Whybark, D. Clay, 539, 573, 614, 615, 621, 647, 690  
 Wight, Oliver W., 615  
 Wilson, J. Holton, 118  
 Wilson, Larry W., 539  
 Wireman, Terry, 653  
 Womack, James P., 32, 625  
 Woolsey, Gene, 484  
**Work breakdown structure (WBS), 734–735**  
 Work breaks, 312  
 Work-in-process, 484, 625  
**Work measurement; See also Job design**  
   defined, 315  
   predetermined time standards, 321  
   standard elemental times, 320  
   stopwatch time study, 315–320, 326  
**Work sampling, 321–326**  
 Work system design; *See Job design*  
**Worker-machine chart, 307–308**  
 Workers, as assets, 629  
 Workforce scheduling, 678  
 Working conditions, 310–315  
**Workstation, 236, 244–245, 665–666**  
 World class suppliers, 718  
 Wright, G., 118  
  
 Zangwill, Willard I., 134–135  
 Zeithaml, Valarie A., 387  
 Zenger, John, 334  
 Zero defects, 382, 384–385  
 Zipkin, Paul H., 539, 620, 647  
 Zucco, James, 350



### Areas under the normal curve, 0 to z



z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
0.0	.0000	.0040	.0080	.0120	.0160	.0199	.0239	.0279	.0319	.0359
0.1	.0398	.0438	.0478	.0517	.0557	.0596	.0636	.0675	.0714	.0753
0.2	.0793	.0832	.0871	.0910	.0948	.0987	.1026	.1064	.1103	.1141
0.3	.1179	.1217	.1255	.1293	.1331	.1368	.1406	.1443	.1480	.1517
0.4	.1554	.1591	.1628	.1664	.1700	.1736	.1772	.1808	.1844	.1879
0.5	.1915	.1950	.1985	.2019	.2054	.2088	.2123	.2157	.2190	.2224
0.6	.2257	.2291	.2324	.2357	.2389	.2422	.2454	.2486	.2517	.2549
0.7	.2580	.2611	.2642	.2673	.2703	.2734	.2764	.2794	.2823	.2852
0.8	.2881	.2910	.2939	.2967	.2995	.3023	.3051	.3078	.3106	.3133
0.9	.3159	.3186	.3212	.3238	.3264	.3289	.3315	.3340	.3365	.3389
1.0	.3413	.3438	.3461	.3485	.3508	.3531	.3554	.3577	.3599	.3621
1.1	.3643	.3665	.3686	.3708	.3729	.3749	.3770	.3790	.3810	.3830
1.2	.3849	.3869	.3888	.3907	.3925	.3944	.3962	.3980	.3997	.4015
1.3	.4032	.4049	.4066	.4082	.4099	.4115	.4131	.4147	.4162	.4177
1.4	.4192	.4207	.4222	.4236	.4251	.4265	.4279	.4292	.4306	.4319
1.5	.4332	.4345	.4357	.4370	.4382	.4394	.4406	.4418	.4429	.4441
1.6	.4452	.4463	.4474	.4484	.4495	.4505	.4515	.4525	.4535	.4545
1.7	.4554	.4564	.4573	.4582	.4591	.4599	.4608	.4616	.4625	.4633
1.8	.4641	.4649	.4656	.4664	.4671	.4678	.4686	.4693	.4699	.4706
1.9	.4713	.4719	.4726	.4732	.4738	.4744	.4750	.4756	.4761	.4767
2.0	.4772	.4778	.4783	.4788	.4793	.4798	.4803	.4808	.4812	.4817
2.1	.4821	.4826	.4830	.4834	.4838	.4842	.4846	.4850	.4854	.4857
2.2	.4861	.4864	.4868	.4871	.4875	.4878	.4881	.4884	.4887	.4890
2.3	.4893	.4896	.4898	.4901	.4904	.4906	.4909	.4911	.4913	.4916
2.4	.4918	.4920	.4922	.4925	.4927	.4929	.4931	.4932	.4934	.4936
2.5	.4938	.4940	.4941	.4943	.4945	.4946	.4948	.4949	.4951	.4952
2.6	.4953	.4955	.4956	.4957	.4959	.4960	.4961	.4962	.4963	.4964
2.7	.4965	.4966	.4967	.4968	.4969	.4970	.4971	.4972	.4973	.4974
2.8	.4974	.4975	.4976	.4977	.4977	.4978	.4979	.4979	.4980	.4981
2.9	.4981	.4982	.4982	.4983	.4984	.4984	.4985	.4985	.4986	.4986
3.0	.4987	.4987	.4987	.4988	.4988	.4989	.4989	.4989	.4990	.4990