

Course of «Operations and audit quality»
Master degree in «Fashion, art and food management»
Parthenope University of Naples

PART TWO: design the operation

People in operations

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A general model of operations management


PART ONE: directing the operation

PART TWO: designing the operation


PART THREE: deliver

PART FOUR: development

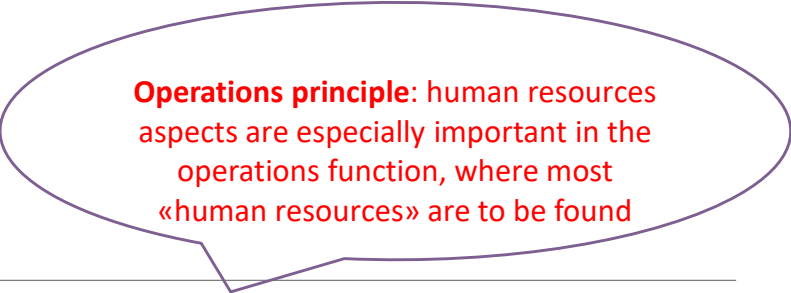
PART TWO: designing the operation

1. Process design
 2. The layout and look of facilities
 3. Process technology
 4. People in operations
- 

People in operations (Agenda)

- Why are people issues so important in operations management?
 - How can the operations function be organized?
 - How do we go about designing jobs?
 - How are work times allocated?
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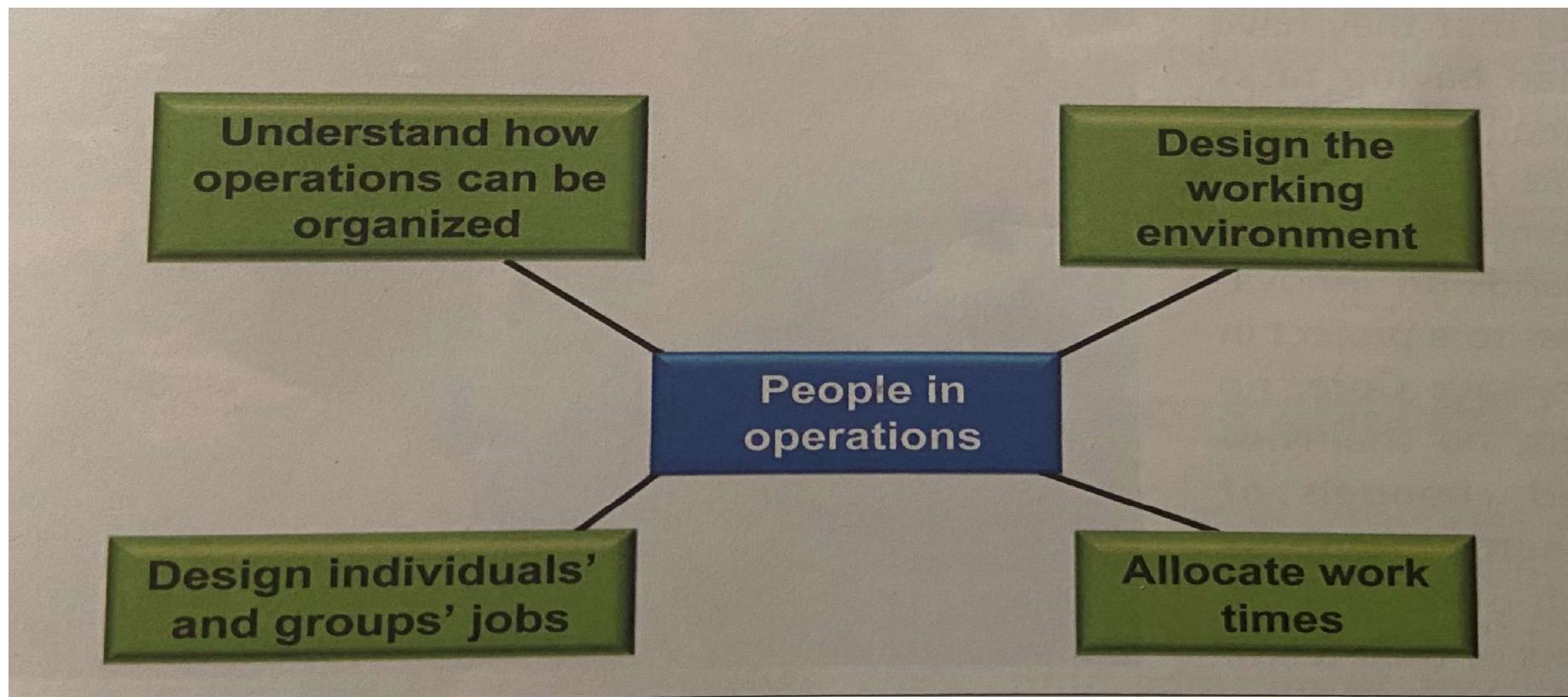
Why are people so important in operations management?



Operations principle: human resources aspects are especially important in the operations function, where most «human resources» are to be found

- To say that an organization's human resources are its greatest asset is something of cliché. Yet it is worth reminding ourselves of the importance of the abilities, attitudes and culture of the people who make up the operations function
- It is, after all, where most «human resources» are to be found. It follows that it is operation managers who are most involved in the leadership, development and organization of human resources

People in operations



Operations culture

- Culture is what it feels like to be part of a company
- But the idea of “organizational culture” can also apply to a single function like the operations function.
- Even though may be elements of an organization’s culture that are shared across all parts of the enterprise, different functions are very likely to have their own

Believe, know and behave

- Culture is difficult to explain
- As far as the operations function is concerned, it is best summed up by what the operations team BELIEVE, what they KNOW and how they BEHAVE
 - ✓ What operations believe
 - ✓ What operations should know
 - ✓ How operations should behave

How can operations function be organized?

Perspectives on organizations

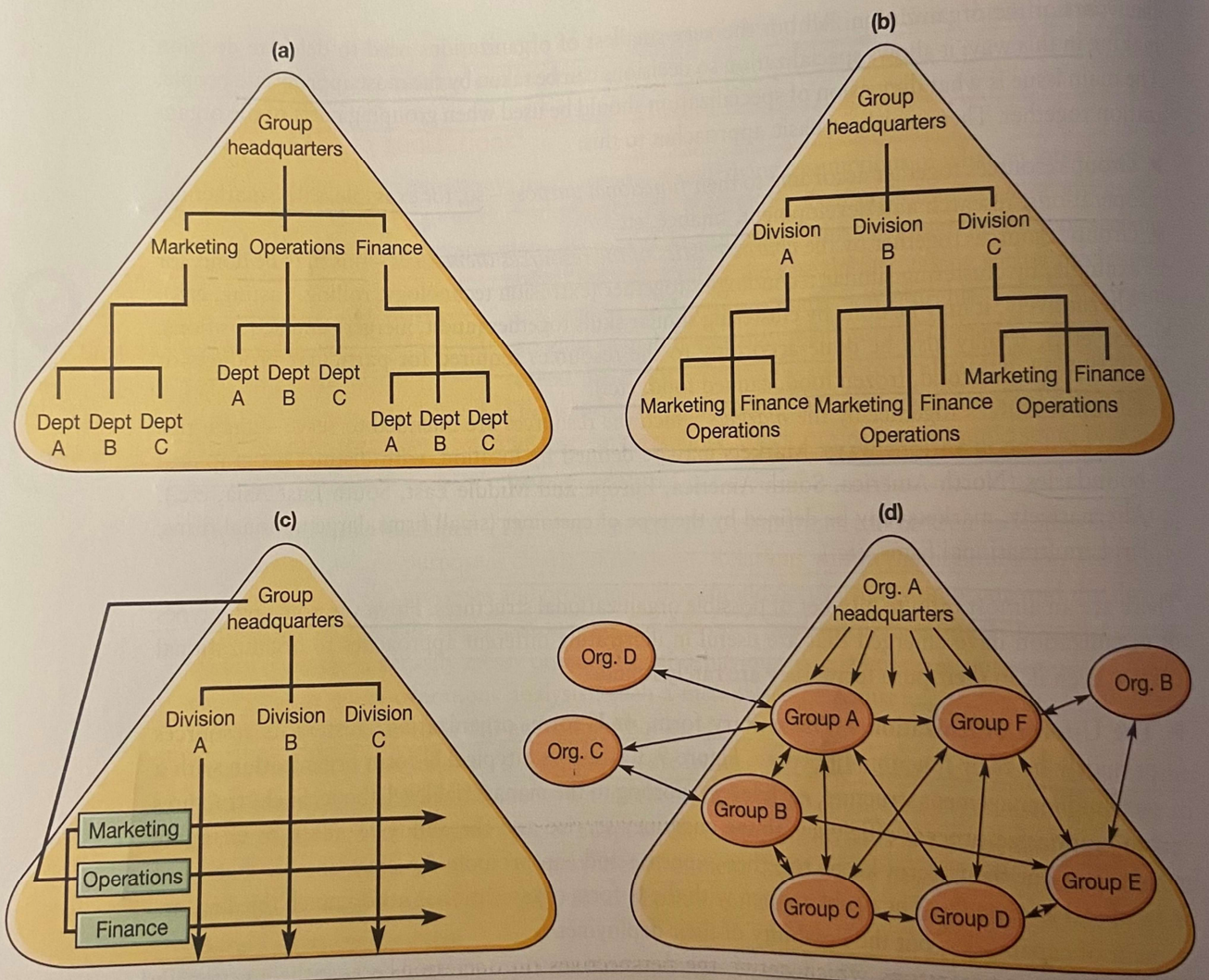
Operations principle: there are many valid approaches to describing organization. The process perspective is a particularly valuable one

- Organizations are machines
- Organizations are organisms
- Organizations are brains
- Organizations are culture
- Organizations are political systems

Forms of organization structure

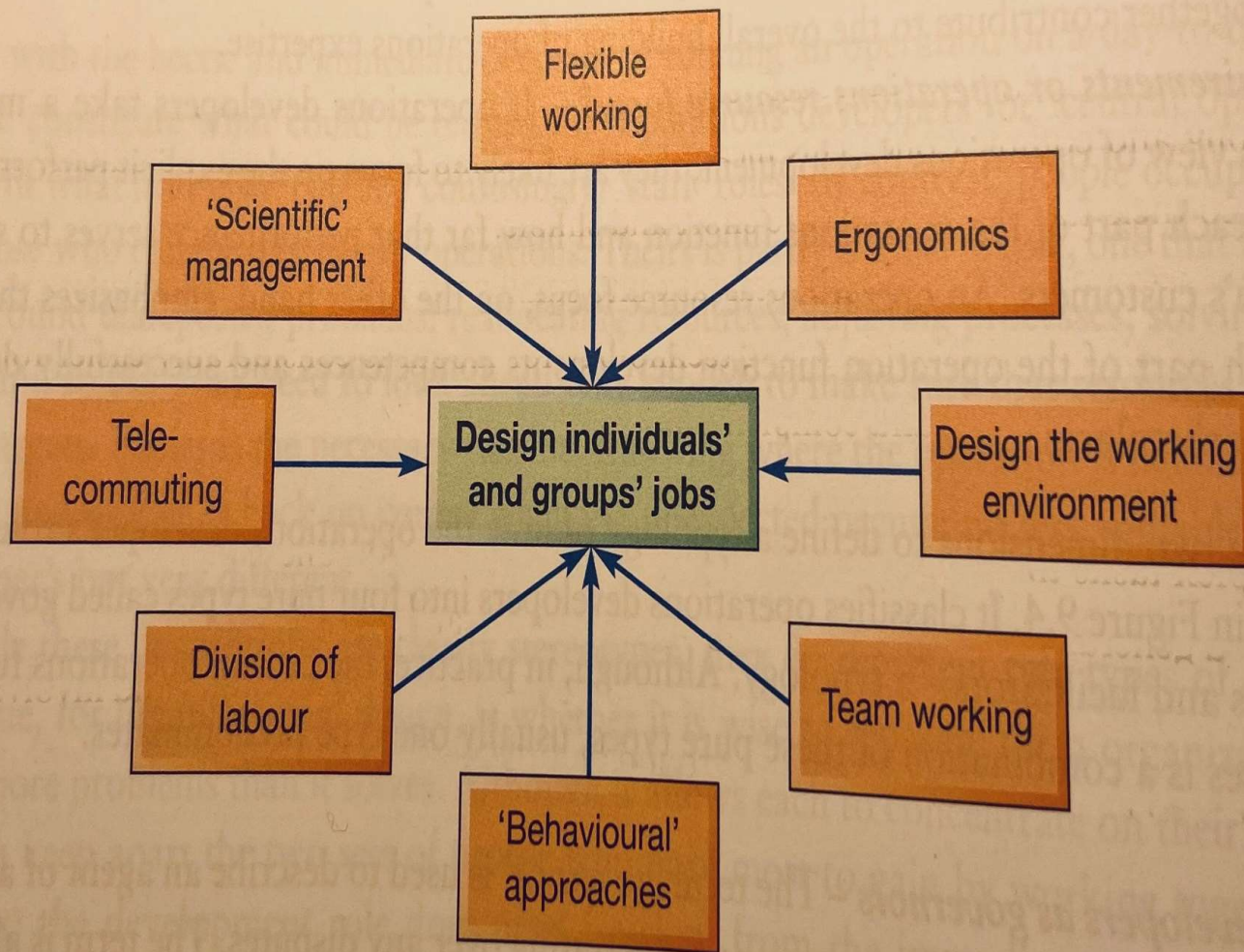
- Organization structure is the way in which tasks and responsibilities are divided in two distinct groupings, and how the responsibility and coordination relationships between the grouping are defined
- The main issue is what dimension of specialization should be used when grouping parts of the organization together. There are three basic approaches to this:
 1. Group resources together according to their functional purpose
 2. Group resources together by the characteristics of the resources themselves
 3. Group resources together by the markets which the resources are intended to serve

Organizational structures



- The U-form organization
- The M-form organization
- Matrix form
- The N-form organization

How do we go about designing job?



Job design is concerned with how we structure each individual's jobs, the team to which they belong, the workplace and their interface with the technology they use

The influences on job design that we deal with here are illustrated in the figure

The decision of job design

Job design involves a number of separate yet related elements

- What tasks are to be allocated to each person in the operation?
- What is the best method of performing each job?
- How long will it take and how many people will be needed?
- How do we maintain commitment?
- What technology is available and how will it be used?
- What are the environmental conditions of the workplace?

Designing job methods- scientific management

Frederick Taylor identified what we saw as the basic tenets of scientific management:

- all aspects of work should be investigated on a scientific basis to establish the laws, rules and formulae governing the best methods of working;
- such an investigative approach to the study of work is necessary to establish what constitutes a «fair days work»;
- workers should be selected, trained and developed methodically to perform their tasks;
- Managers should act as the planners of the work, while workers should be responsible for carrying out the jobs to the standards laid down;
- cooperation should be achieved between management and workers based on the «maximum prosperity» of both.

.... «systematic management»!

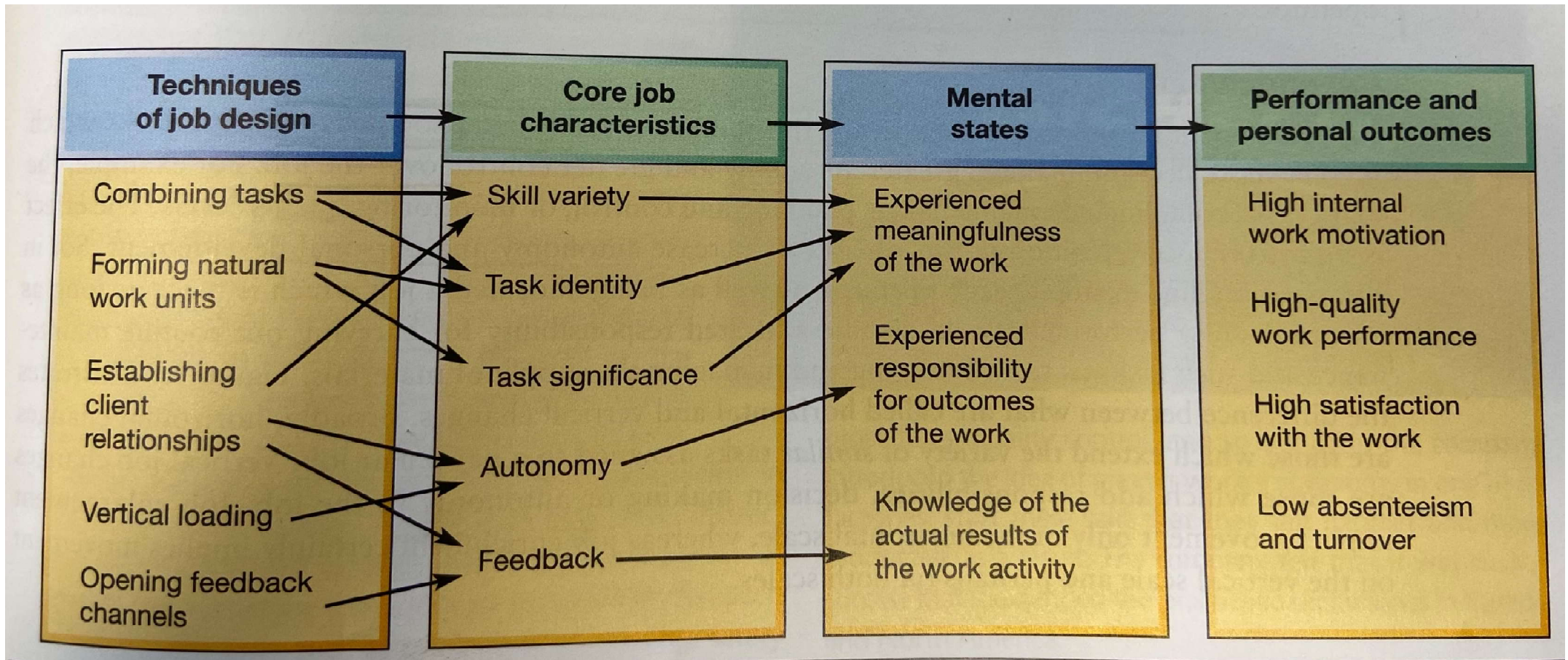
Designing the human interface- ergonomic workplace design

- **Ergonomics** is concerned primarily with the physiological aspects of job design.
- **Physiology** is about the way the body function
- It involves two aspects:
 1. how a person interfaces with his or her immediate working area;
 2. how people react to environmental conditions.

Designing for job commitment- behavioural approaches to job design

- Job design is important!
- First, it provides job that have an intrinsically higher quality of working life
- Second, because of the higher levels of motivation it engenders, it is instrumental in achieving better performance for the operation, in terms of both the quality and the quantity of output

A typical «behavioural» job design model



How are work times allocated?

- Without some estimates of how long it takes to complete an activity, it would not be possible to know how much work to allocate to team or individuals, to know when a task will be completed, to know how much it costs, to know if work is progressing according to schedule, and many other pieces of information that are needed to manage any operation
- Without some estimate of work times, operations managers are «flying blind»

The Techniques of work measurement

- Synthesis from element data
- Predetermined motion-time systems
- Analytical estimating
- Activity sampling