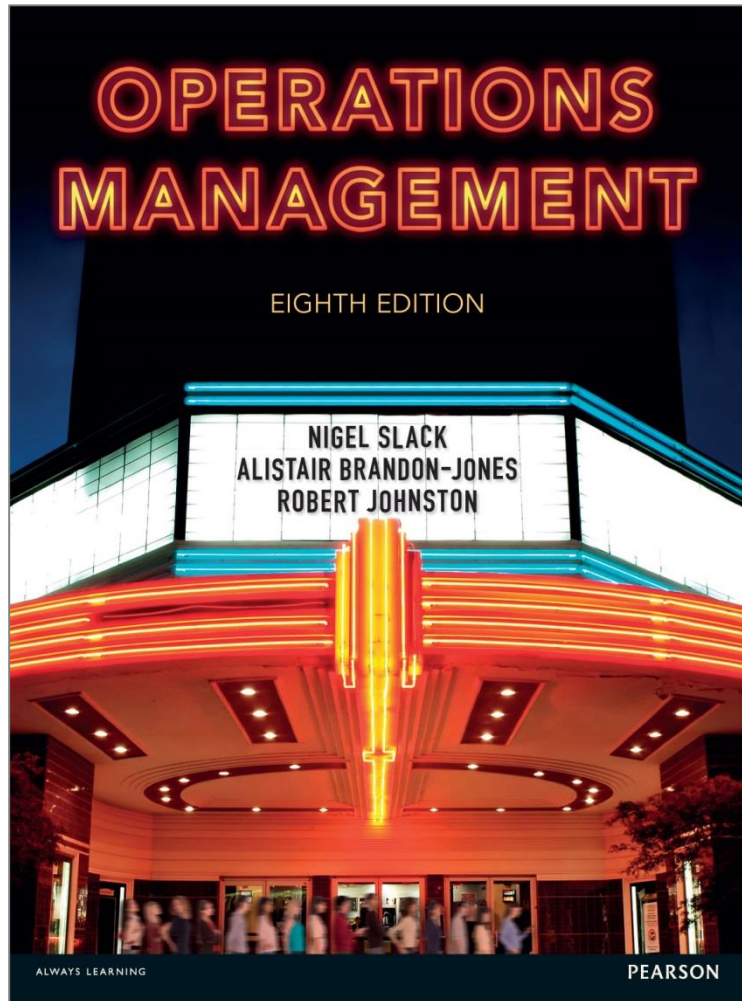


Operations Management

8th edition

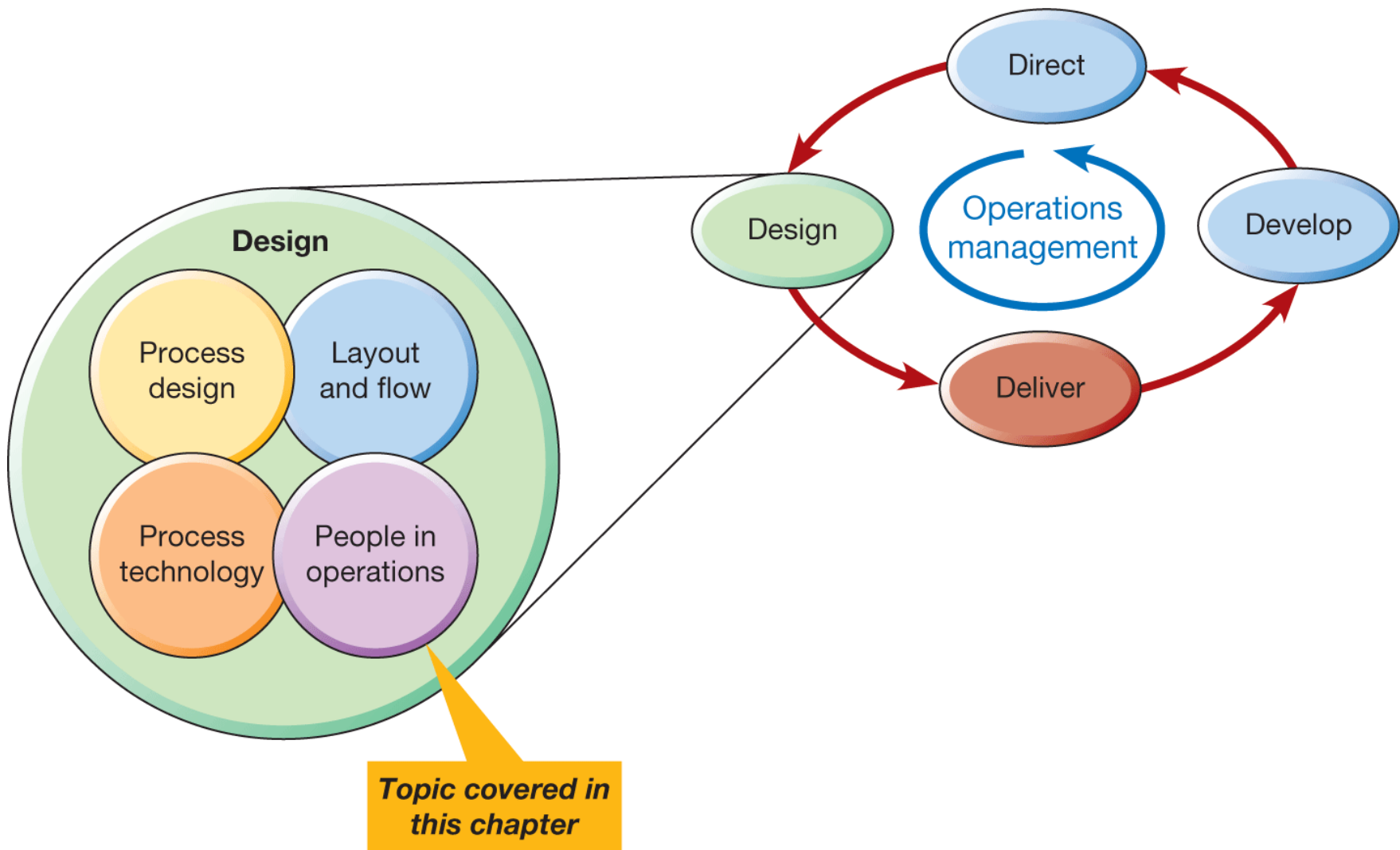


Chapter 9

People in Operations

Figure 9.1

This chapter examines people in operations



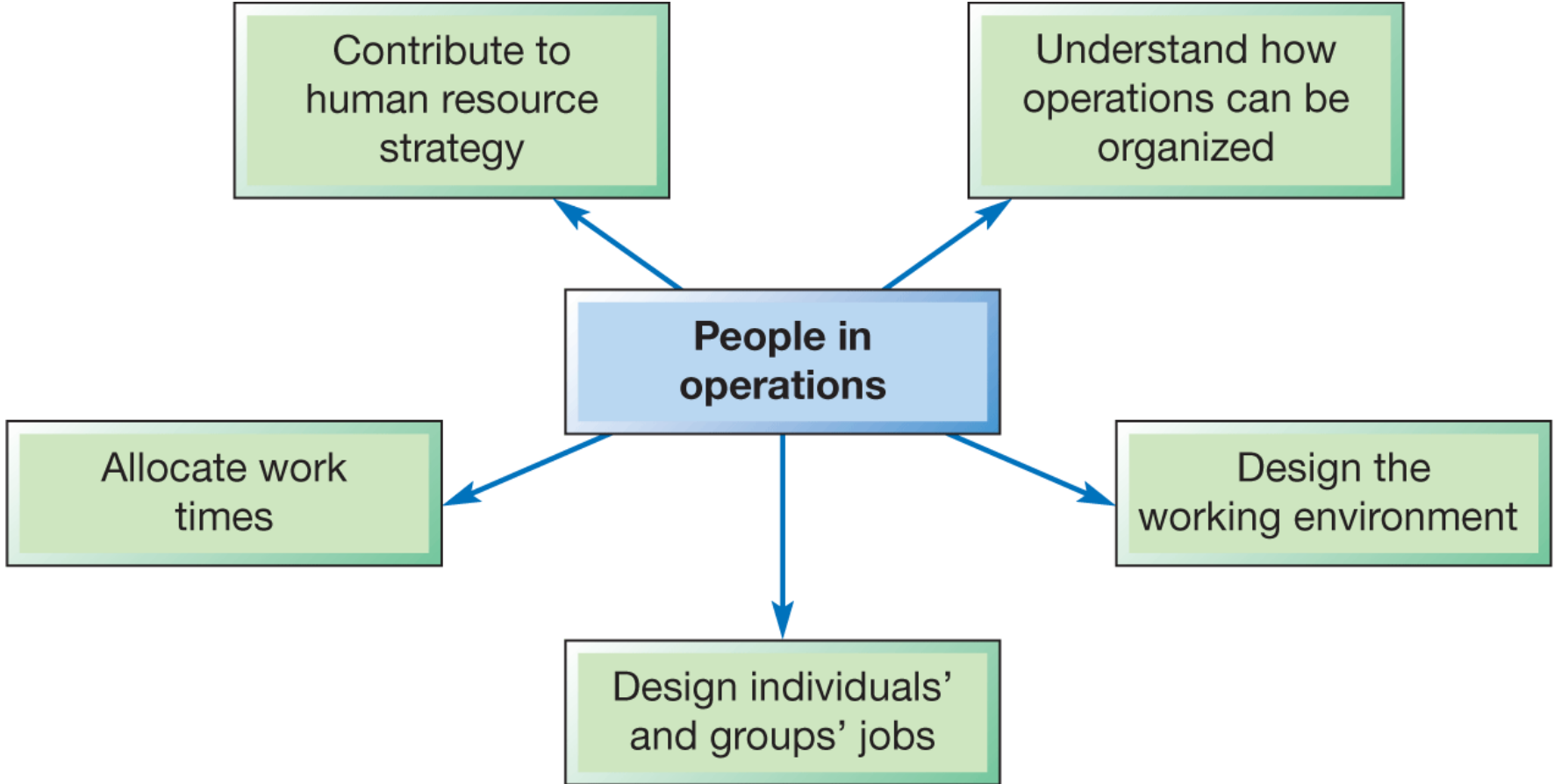
Key questions

In Chapter 9 – People in operations – Slack et al. identify the following key questions...

- Why are people so important in operations management?
- How do operations managers contribute to human resource strategy?
- How can the operations function be organized?
- How do we go about designing jobs?
- How are work times allocated?

Figure 9.2

People in operations



Causes of stress	What can be done about it
Staff can become overloaded if they cannot cope with the amount of work or type of work they are asked to do	Change the way the job is designed, training needs and whether it is possible for employees to work more flexible hours
Staff can feel disaffected and perform poorly if they have no control or say over how and when they do their work	Actively involve staff in decision making, the contribution made by teams, and how reviewing performance can help identify strengths and weaknesses
Staff feel unsupported: levels of sick absence often rise if employees feel they cannot talk to managers about issues that are troubling them	Give staff the opportunity to talk about the issues causing stress, be sympathetic and keep them informed
A failure to build relationships based on good behaviour and trust can lead to problems related to discipline, grievances and bullying	Check the organization's policies for handling grievances, unsatisfactory performance, poor attendance and misconduct, and for tackling bullying and harassment
Staff will feel anxious about their work and the organization if they do not know their role and what is expected of them	Review the induction process, work out an accurate job description and maintain a close link between individual targets and organizational goals
Change can lead to huge uncertainty and insecurity	Plan ahead so change is not unexpected. Consult with employees so they have a real input, and work together to solve problems

Figure 9.3

(a) U-form organizations give prominence to functional groupings of resources

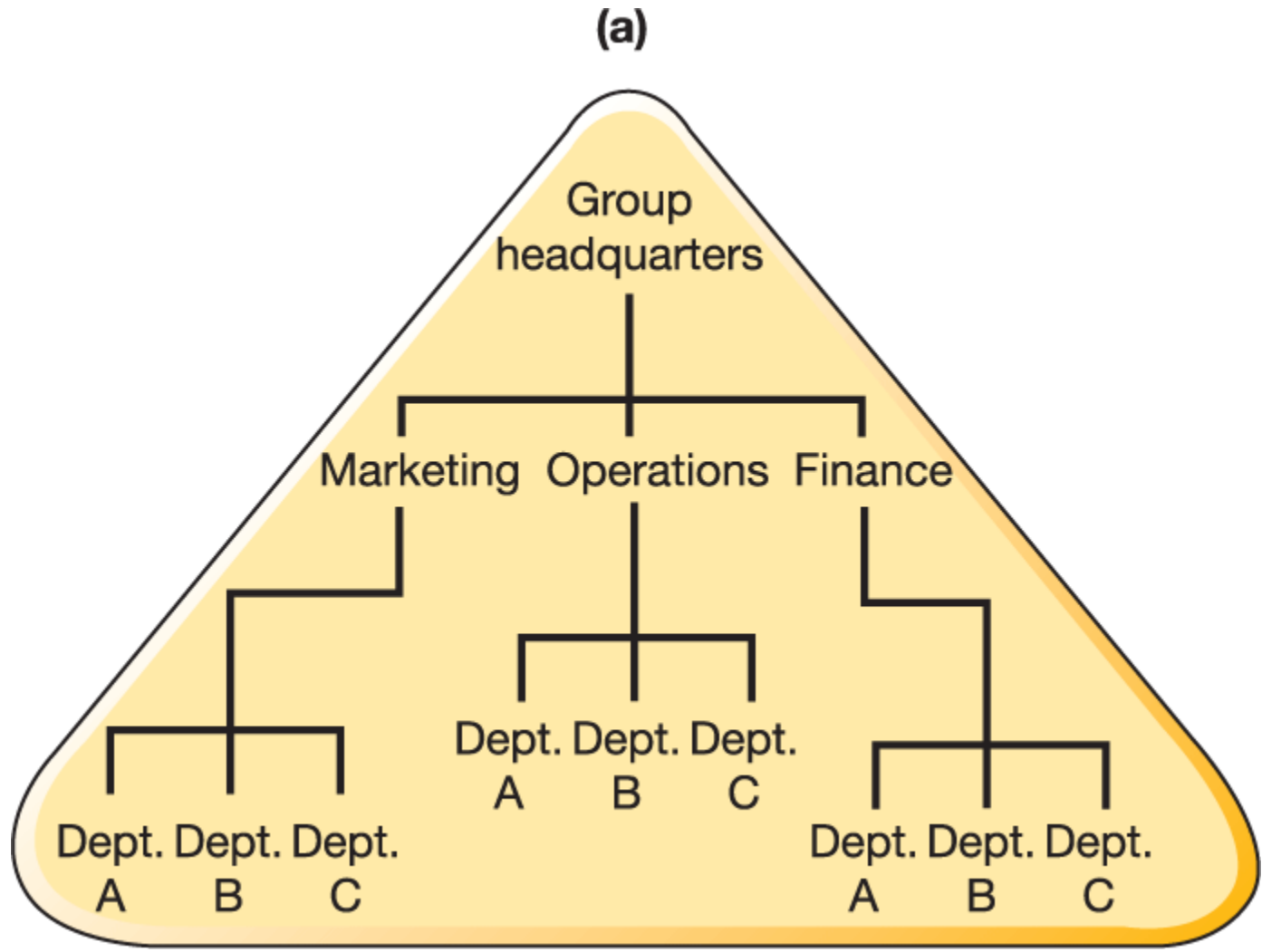


Figure 9.3

(b) The M-form separates the organization's resources into separate divisions

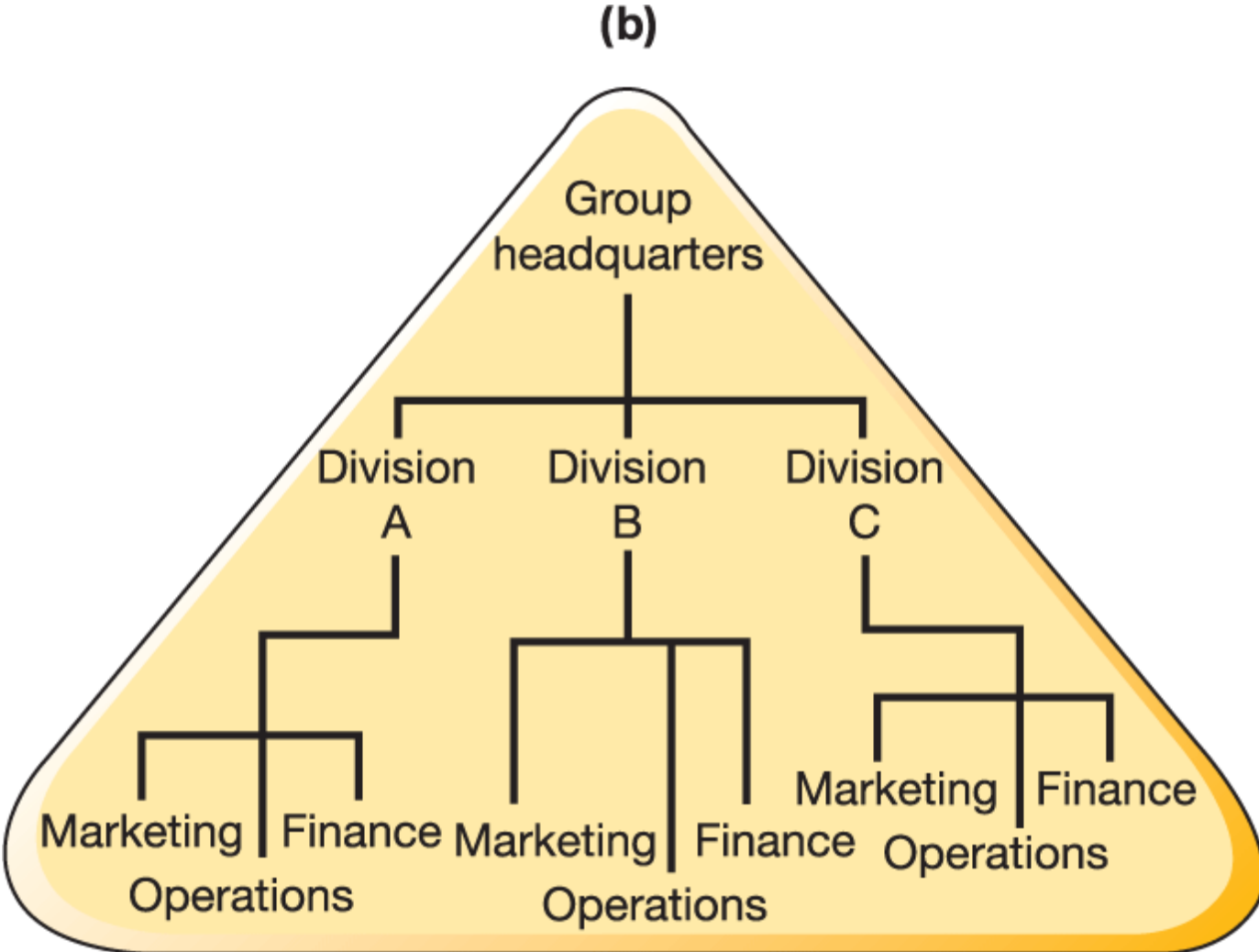


Figure 9.3

(c) Matrix form structures the organization's resources so that they have two (or more) levels of responsibility

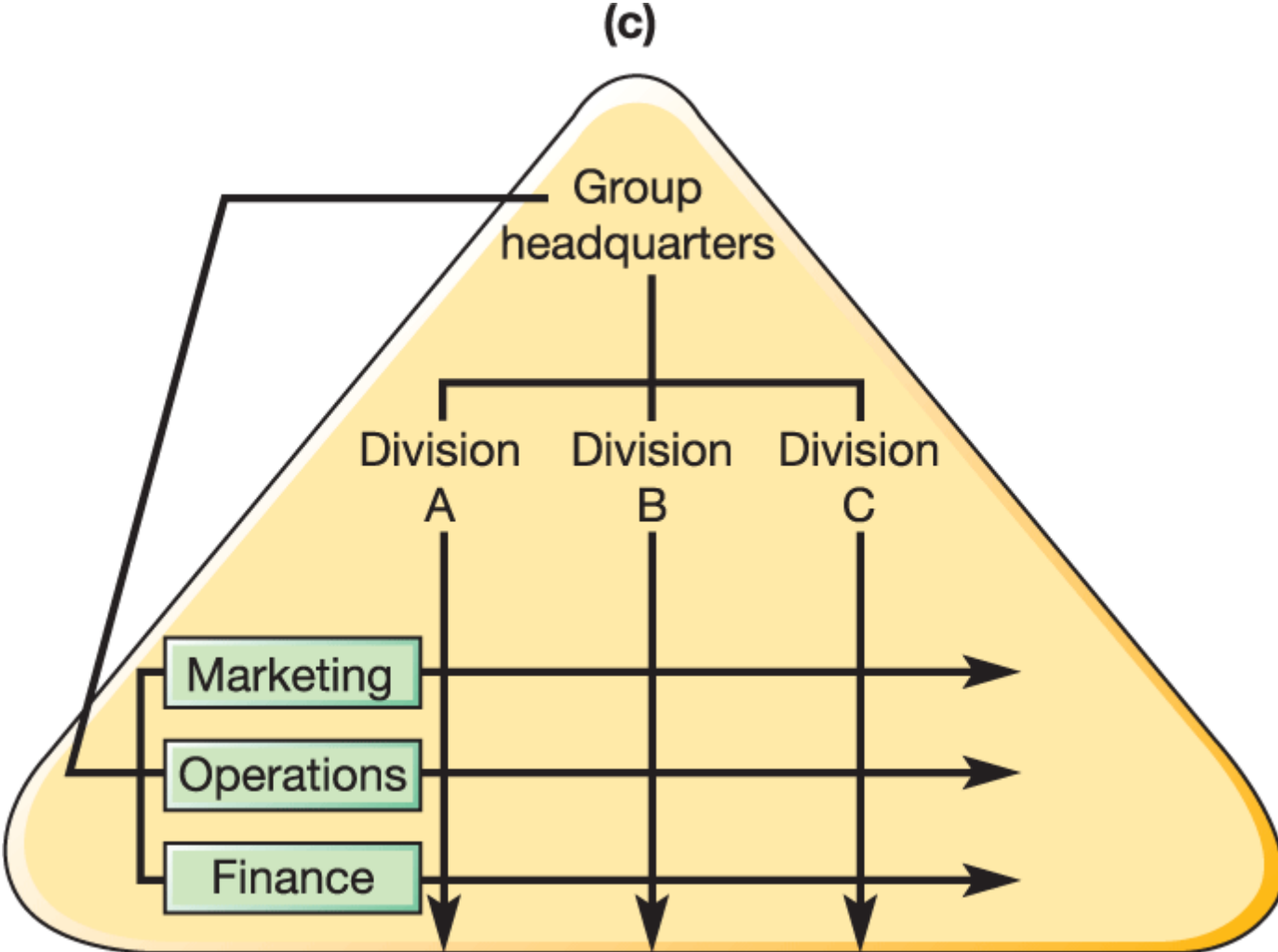


Figure 9.3

(d) N-form organizations form loose networks internally between groups of resources and externally with other organizations

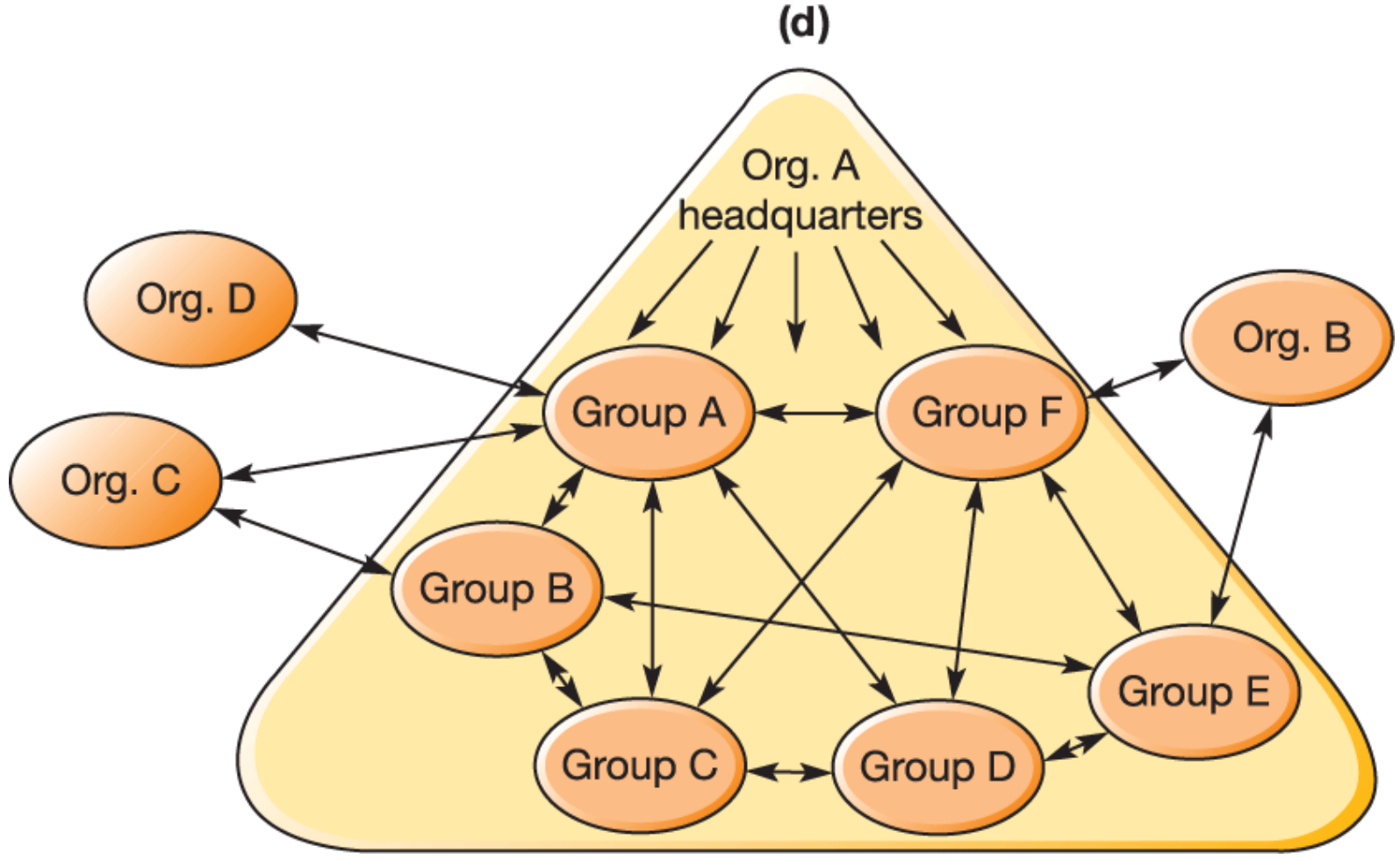
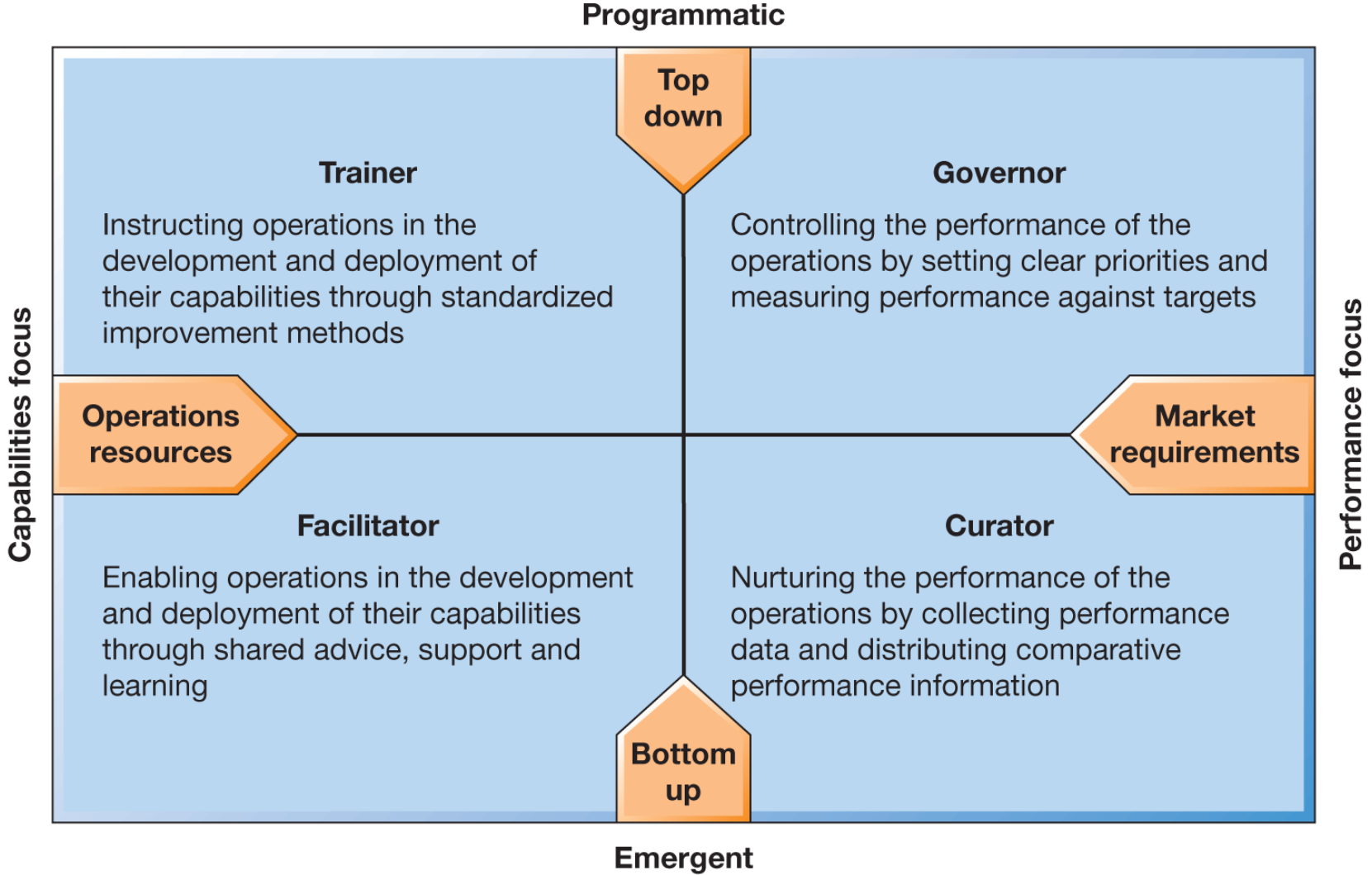
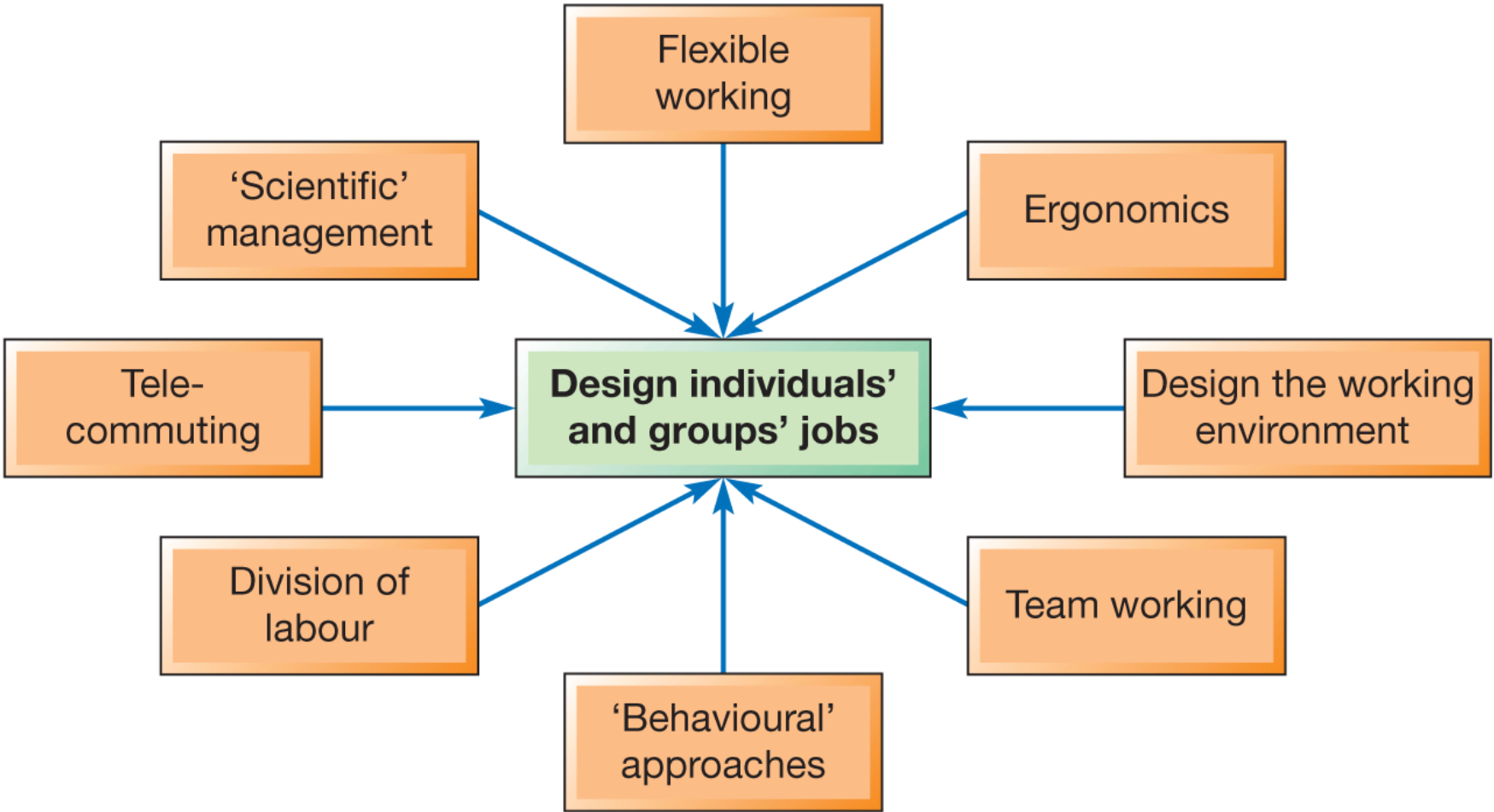


Figure 9.4

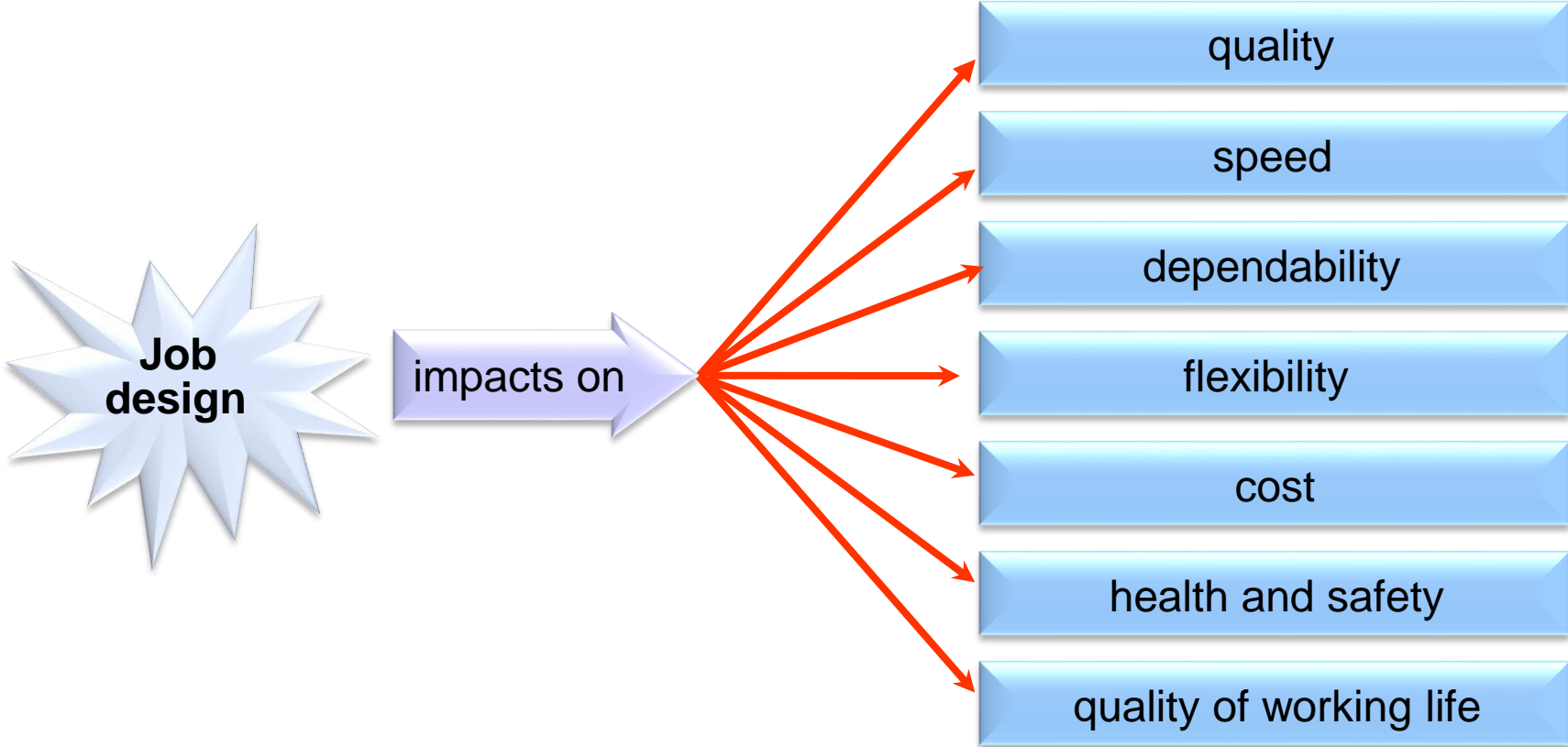
A typology of the 'operations developer' role



Some of the influences on job design



The objectives of job design



Division of labour

Dividing the total task down into smaller parts, each of which is accomplished by a single person or team.

Advantages	<ul style="list-style-type: none">Promotes faster learning.Makes automation easier.Ensures that non-productive work is reduced.
Disadvantages	<ul style="list-style-type: none">Leads to monotony.Can result in physical injury.Is not particularly robust.Can reduce flexibility.

Work study

Work study

A generic term for those techniques, particularly method study and work measurement, which are used in the examination of human work in all its contexts, and which lead systematically to the investigation of all the factors which affect the efficiency and economy of the situations being reviewed in order to effect improvement.

Method study

Method study is the systematic recording and critical examination of existing and proposed methods of doing work, as a means of developing and applying easier and more effective methods and reducing costs.

Work measurement

The application of techniques designed to establish the time for a qualified worker to carry out a specified job at a defined level of performance.

Resources and flow: Job design

Method Study: SREDIM

Method study seeks to improve methods of production – it embraces layout, environment, material and labour usage

- Select task to be studied
- Record present method – using five charting symbols
- Examine the facts critically
- Develop best method
- Install the new method
- Maintain by regular checks

Standard performance *is the rate of output which qualified workers will achieve without over-exertion as an average over the working day provided they are motivated to apply themselves to their work.*

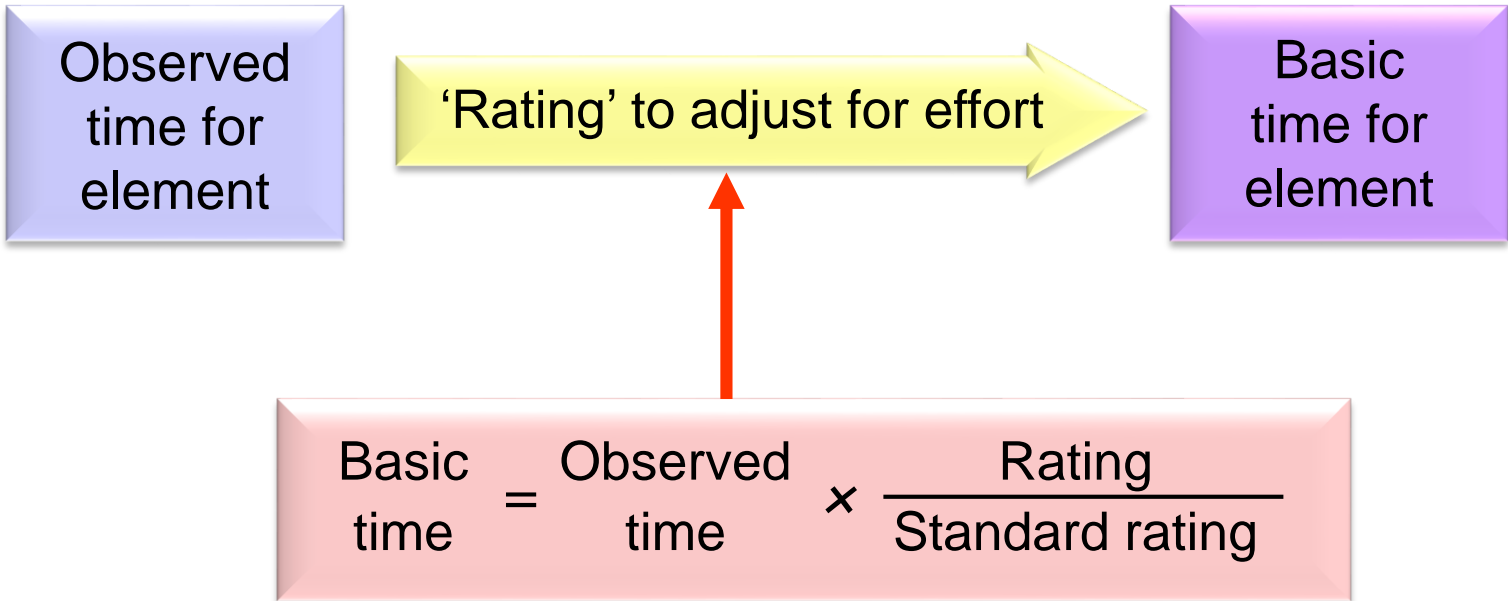
A qualified worker *is one who is accepted as having the necessary physical attributes, intelligence, skill, education and knowledge to perform the task to satisfactory standards of safety, quality and quantity.*

Work measurement

Standard times are the building blocks of process design – they represent the time needed for a qualified worker to carry out specific jobs at defined levels of performance

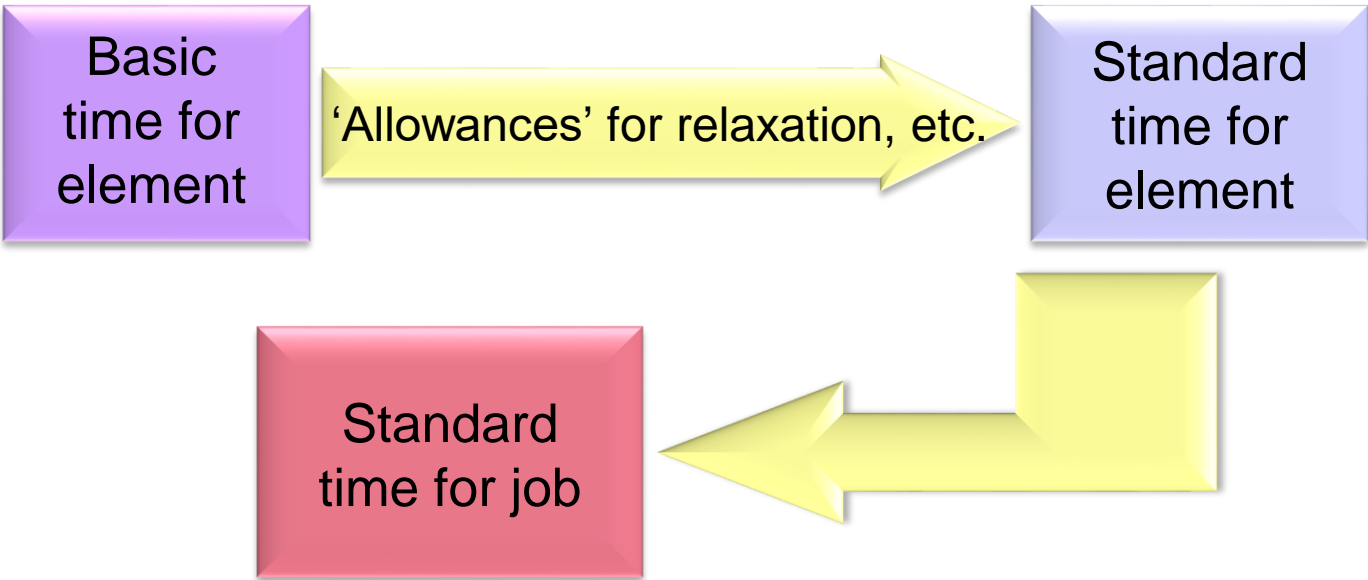
Basic time + allowances = standard time

The stages in work measurement (1 of 2)



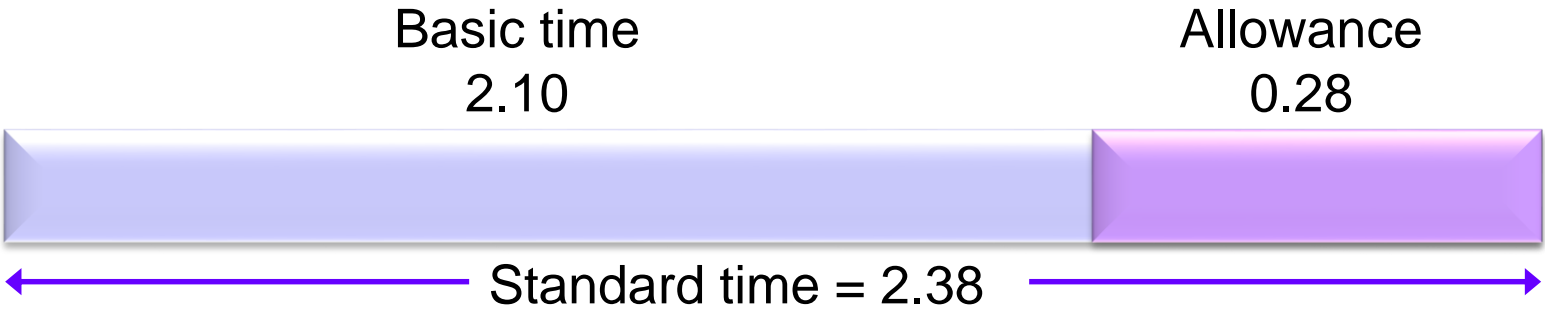
The stages in work measurement (2 of 2)

$$\text{Standard time} = \text{Basic time} + \text{Allowances}$$



Build up of standard times

Element	Basic time	Allowances		Standard time
		%	min	
A	0.6	17	0.10	0.70
B	0.4	12	0.05	0.45
C	0.8	10	0.08	0.88
D	0.3	17	0.05	0.35
		2.1	0.28	2.38



The 'standard' unit of work

A standard unit of work,
e.g. 1 standard minute



Light job
90% work
10% relaxation



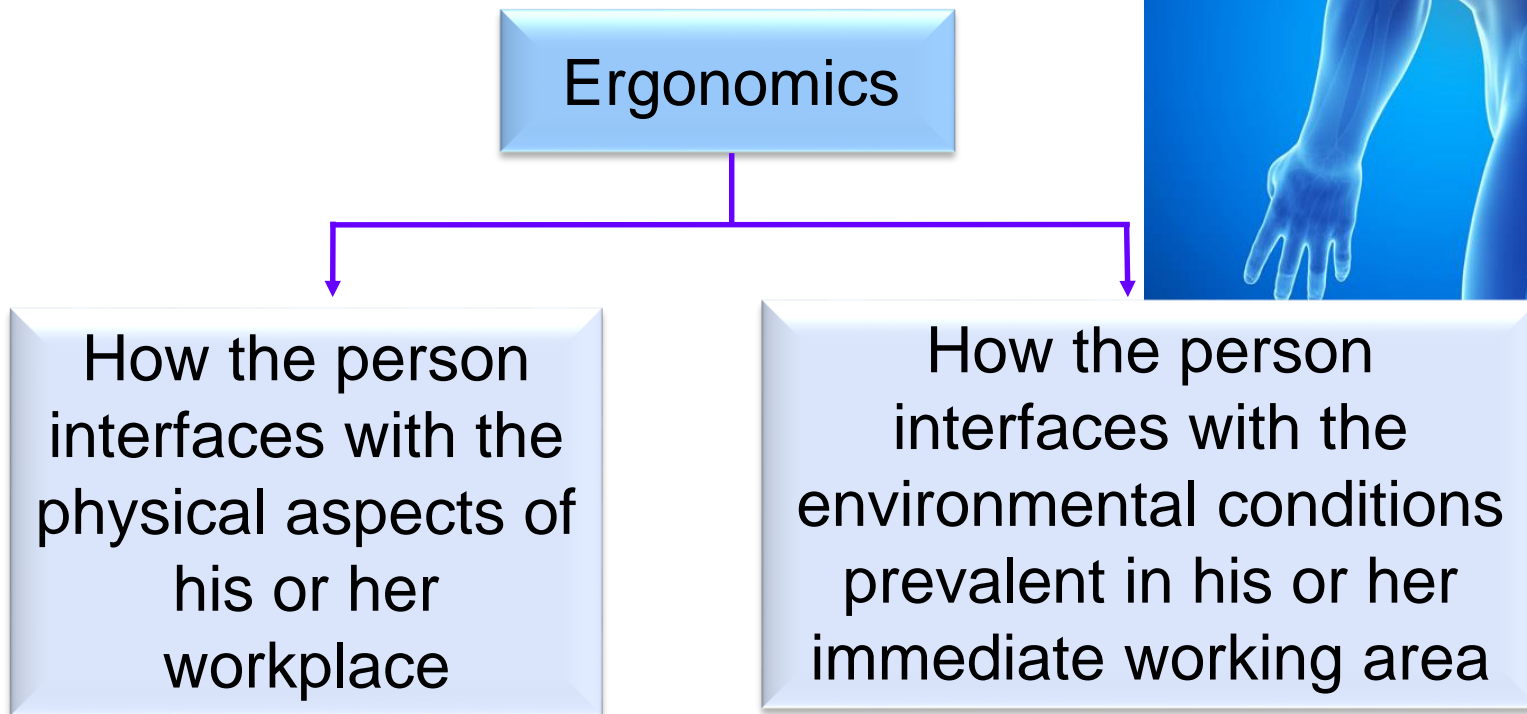
Average job
84% work
16% relaxation



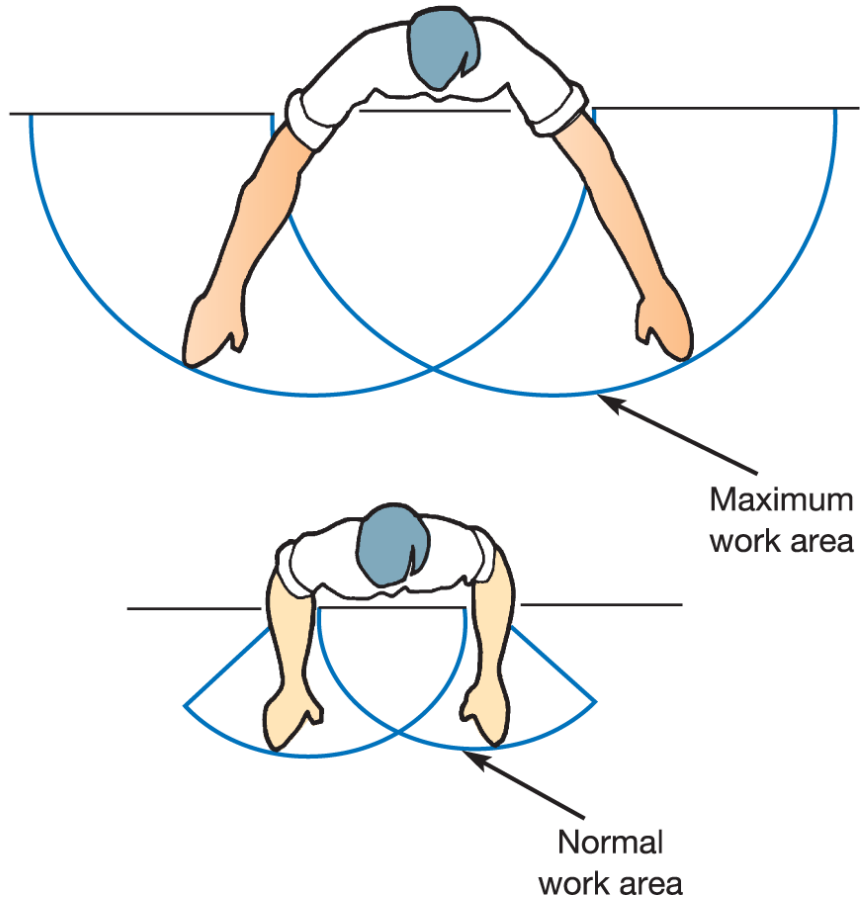
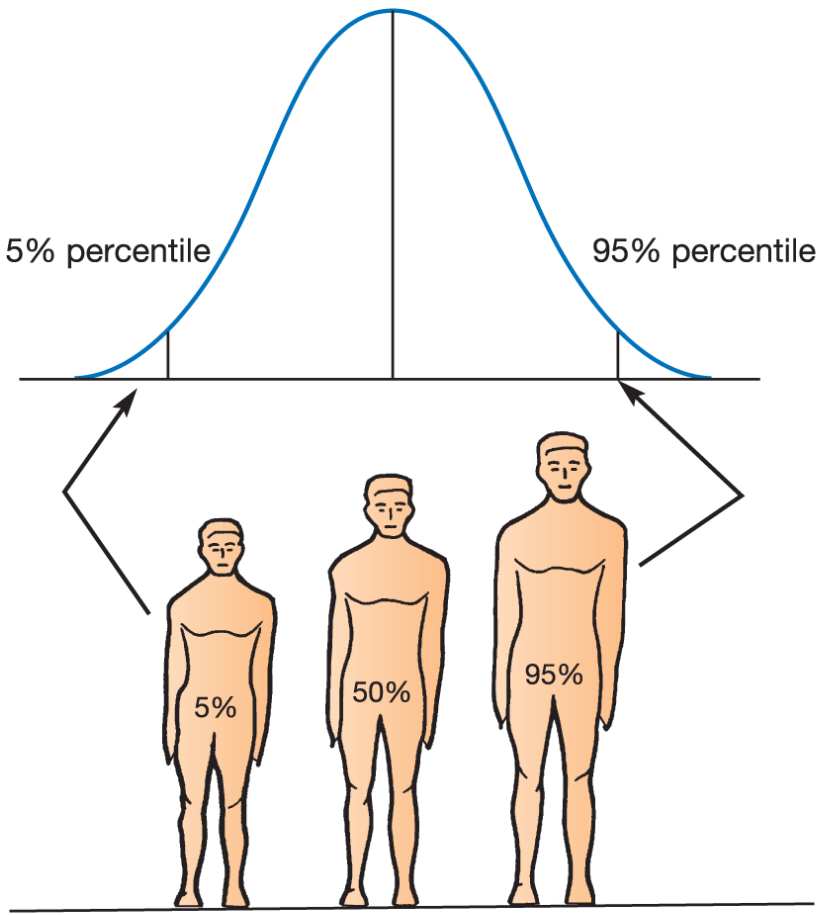
Heavy job
68% work
32% relaxation

Ergonomics (1 of 5)

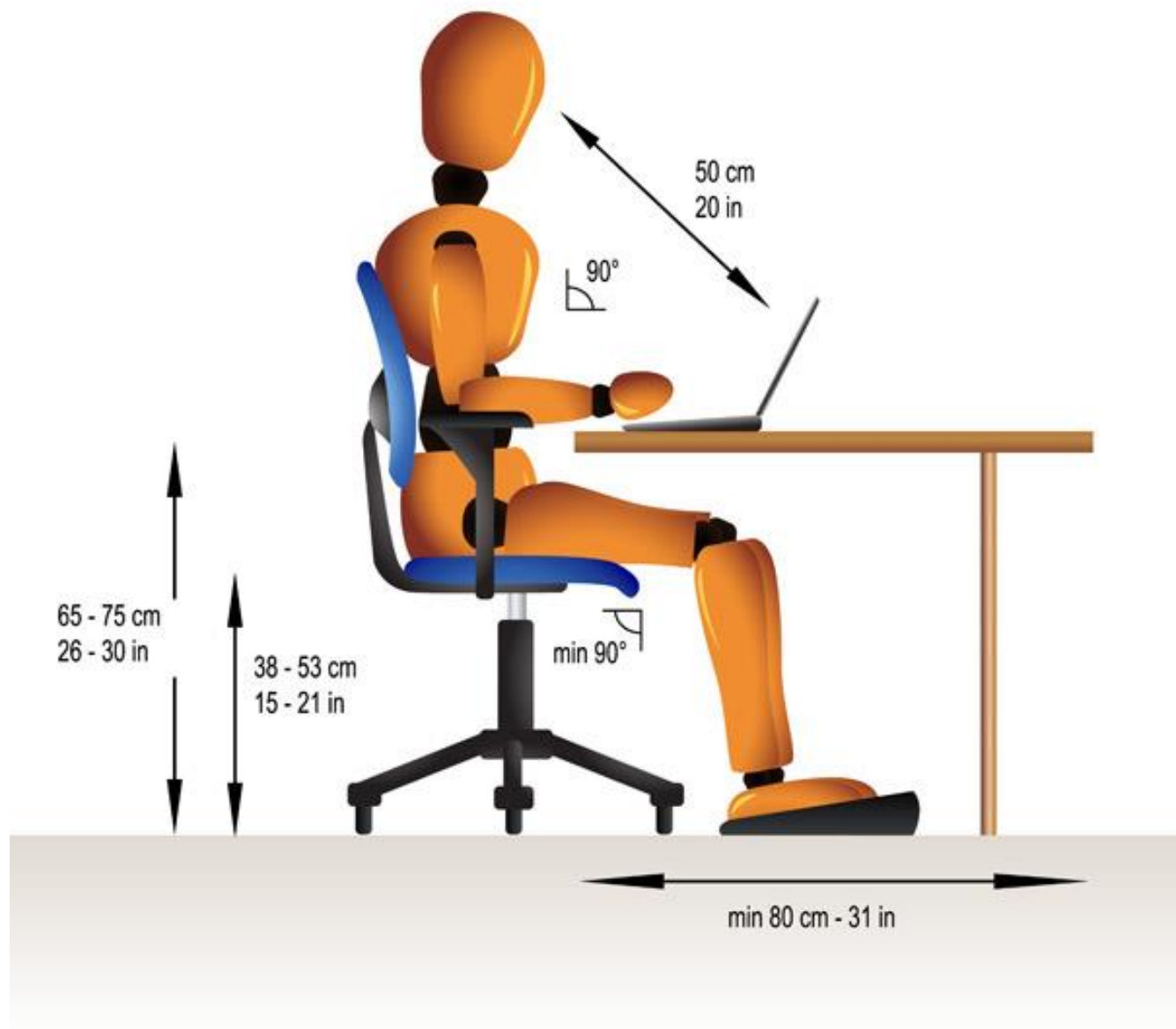
Ergonomics is concerned primarily with the physiological aspects of job design – that is, with the human body and how it fits into its surroundings



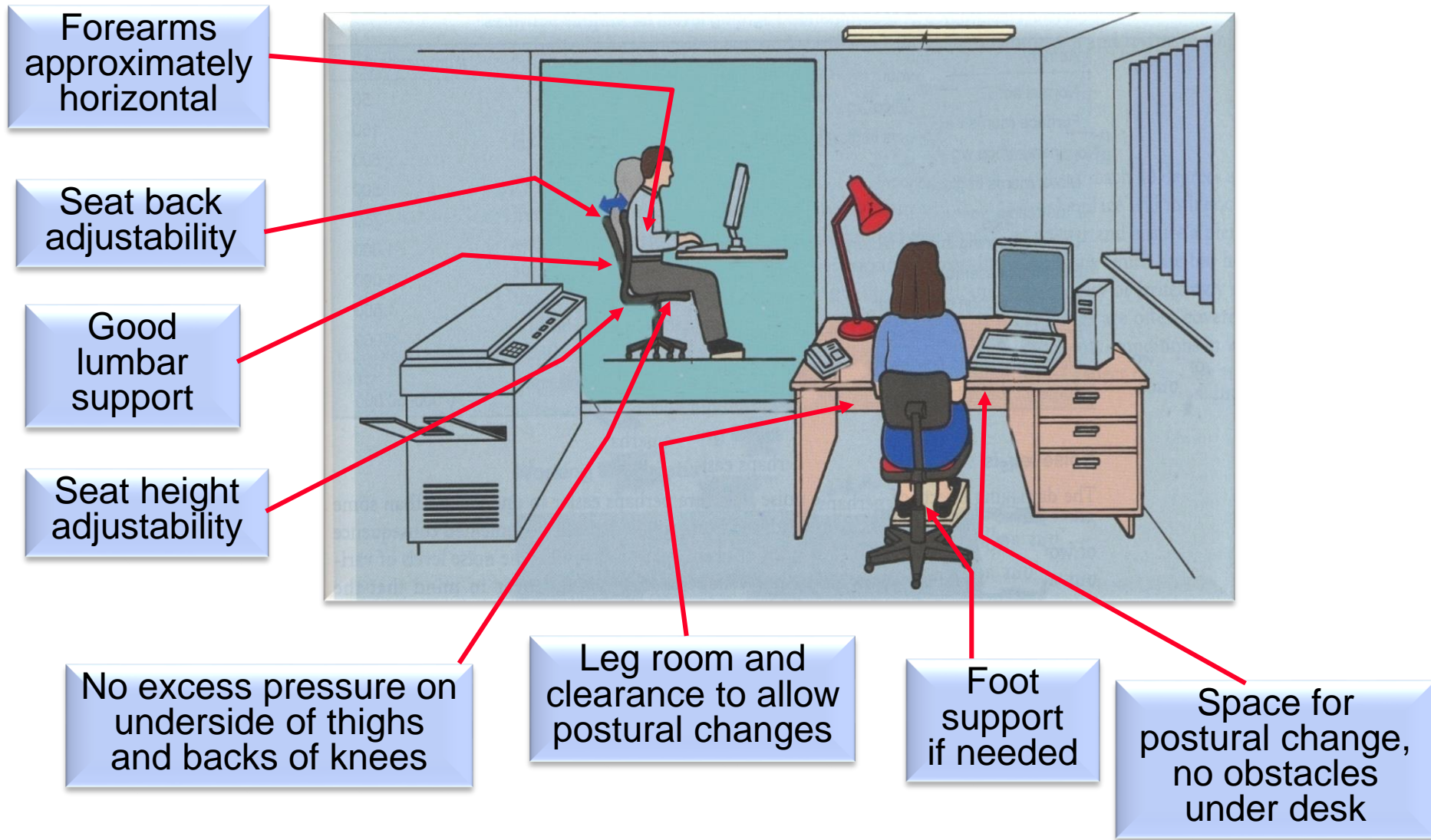
Ergonomics (2 of 5)



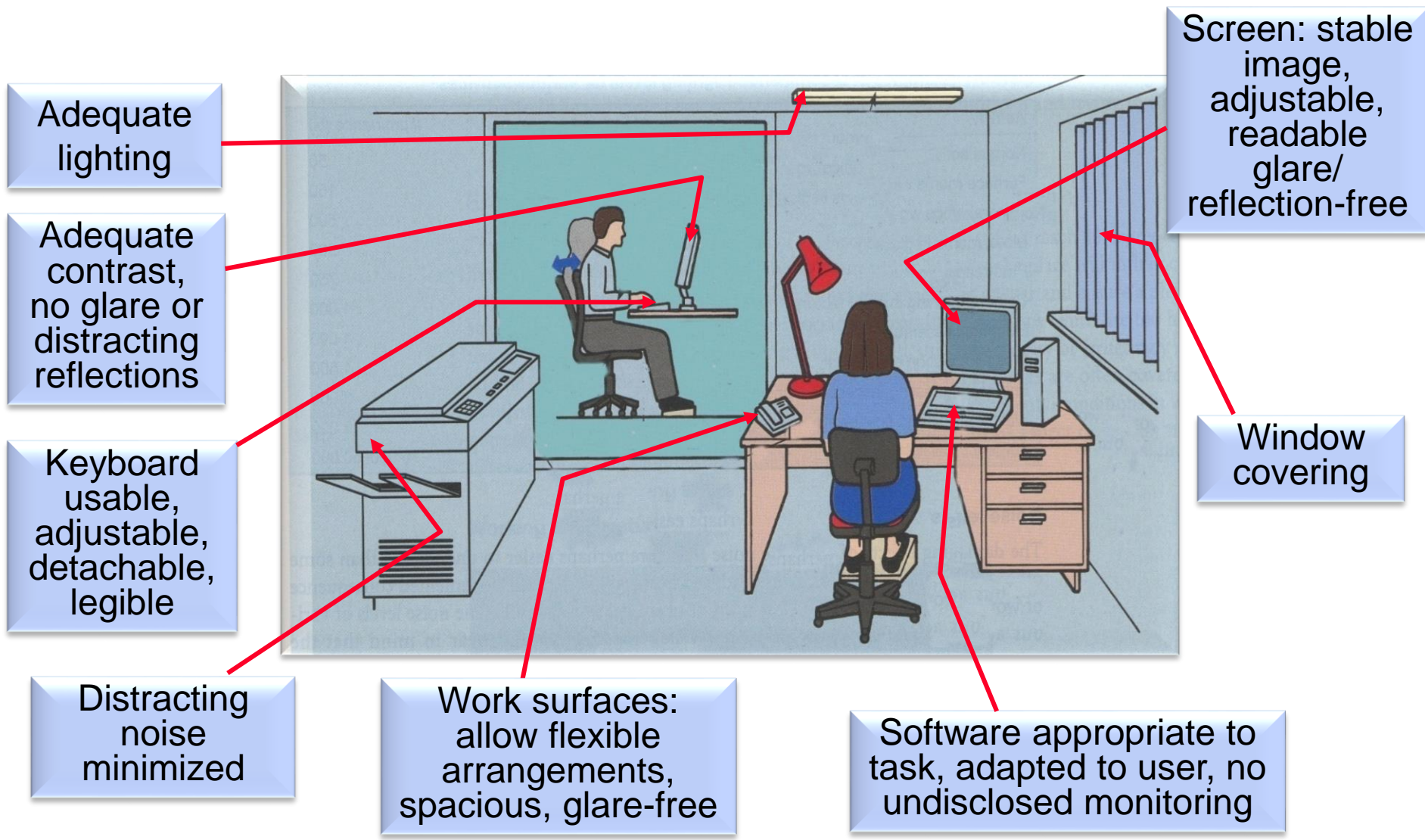
Ergonomics (3 of 5)



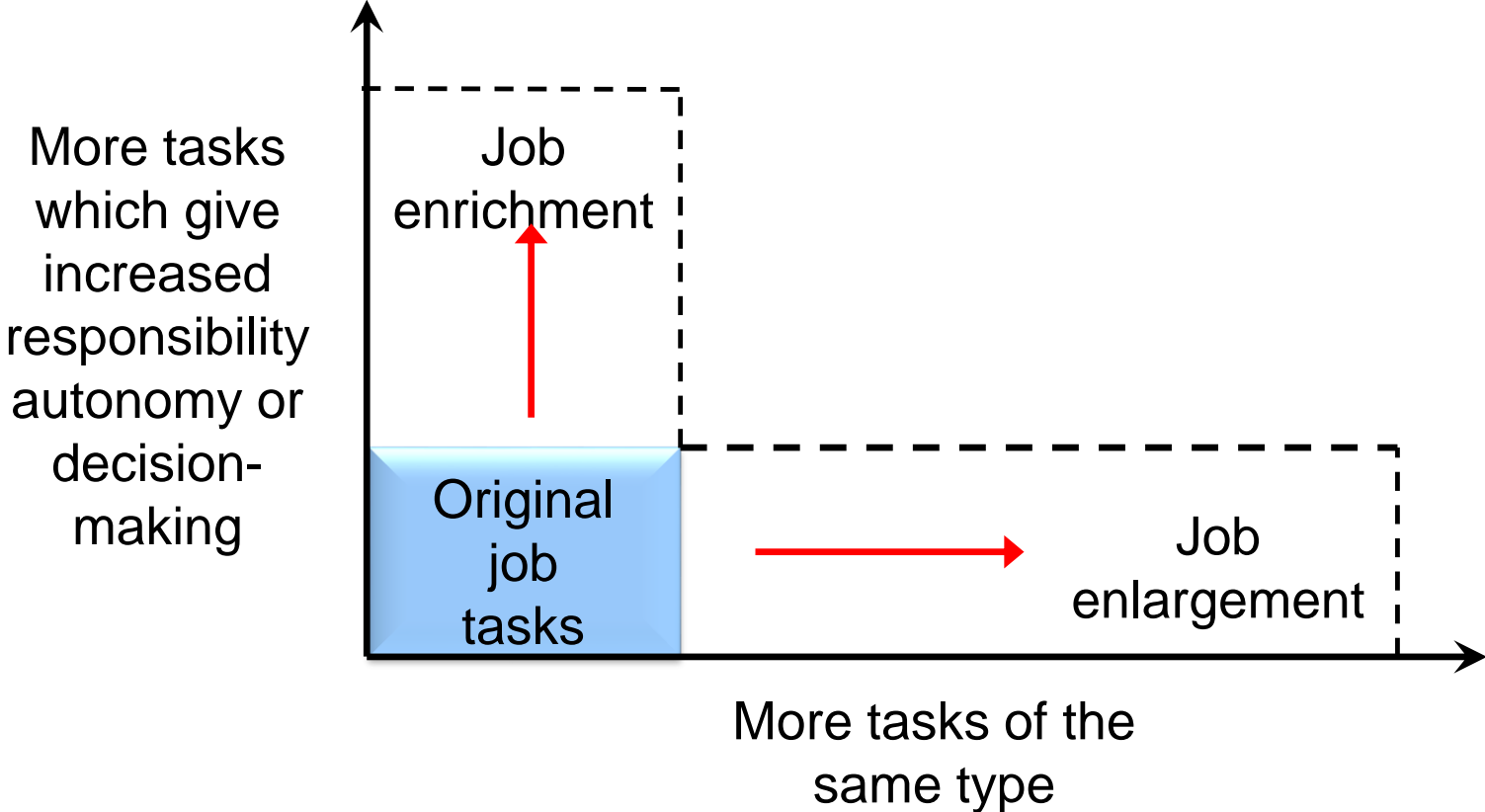
Ergonomics (4 of 5)



Ergonomics (5 of 5)




Behavioural approaches – Job enlargement and enrichment



Control versus commitment

Staff treated as a cost



Staff treated as a resource

