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## Operating System

Operating system converts inputs in order to provide outputs which are required by a customer. It converts physical resources into outputs, the function of which is to satisfy customer wants i.e., to provide some utility for the customer. In some of the organization the product is a physical good (hotels) while in others it is a service (hospitals). Bus and taxi services, tailors, hospital and builders are the examples of an operating system.

Everett E. Adam & Ronald J. Ebert define operating system as, "An operating system (function) of an organization is the part of an organization that produces the organization's physical goods and services."

Ray Wild defines operating system as, "An operating system is a configuration of resources combined for the provision of goods or services."

### **Concept of Operations**

An operation is defined in terms of the mission it serves for the organization, technology it employs and the human and managerial processes it involves. Operations in an organization can be categorised into manufacturing operations and service operations. Manufacturing operations is a conversion process that includes manufacturing yields a tangible output: a product, whereas, a conversion process that includes service yields an intangible output: a deed, a performance, an effort.

# **Distribution between Manufacturing Operations and Service Operations**

Following characteristics can be considered for distinguishing manufacturing operations with service operations:

- 1. Tangible/Intangible nature of output
- 2. Consumption of output
- 3. Nature of work (job)
- 4. Degree of customer contact
- 5. Customer participation in conversion
- 6. Measurement of performance.

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Manufacturing is characterised by tangible outputs (products), outputs that customers consume overtime, jobs that use less labour and more equipment, little customer contact, no customer participation in the conversion process (in production), and sophisticated methods for measuring production activities and resource consumption as product are made.

#### CONTROLLING

Activities that assure the actual performance in accordance with planned performance. To ensure that the plans for the operations subsystems are accomplished, the operations manager must exercise control by measuring actual outputs and comparing them to planned operations management. Controlling costs, quality, and schedules are the important functions here.

#### **BEHAVIOUR**

Operation managers are concerned with how their efforts to plan, organize, and control affect human behaviour. They also want to know how the behaviour of subordinates can affect management's planning, organizing, and controlling actions. Their interest lies in decision-making behaviour.

### **MODELS**

As operation managers plan, organise, and control the conversion process, they encounter many problems and must make many decisions. They can simplify their difficulties using models like aggregate planning models for examining how best to use existing capacity in short-term, break even analysis to identify break even volumes, linear programming and computer simulation for capacity utilisation, decision tree analysis for long-term capacity problem of facility expansion, simple median model for determining best locations of facilities etc.

Fig. 1.3 General model for managing operations

## Planning Conversion System

- Operational
- Forecasting
- Product and process choices
- Operations capacity
- Facility location planning
- Layout planning

### Scheduling Conversion System

- Scheduling system and aggregate planning
- Operations scheduling

# Organizing for Conversion

- Job design, production/operations standard work measurement
- Project management

**Conversion Process** 

Models

Behaviour

### Controlling Material Control

Material Control

Material requirement planning

raging for World-Class Comp

rese manufacturing for quality

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