

Operations Management

A Key to Project Management Success

Ravindra Tulsyan

08-Jan-2009



Current Issues

- Globalization
- Information Technology
- Time-Based Competition
- Innovative Business Models
- Sustainability
- Collaborative Work
- Organizational Development (OD)

Change, Change, Change.

Change at breakneck pace.

Each Change is a Project that
Must be Managed.



Many Projects Go Out of Control

- At all process groups
 - **Initiating**
 - **Planning**
 - **Executing**
 - **Monitoring and Controlling**
 - **Closing**

Knowledge of “Operations
Management” comes in handy for
better management.

What is “Operations Management”?



APICS OMBOK Framework

- OMBOK – Operations Management Body of Knowledge
- First Release in 2008
- Areas of Knowledge
- Scope of Operations Management
- Taxonomy of Major Proven Concepts and Tools
- Systems View of the Components



Strategy

- Operations Strategy
- Supply Chain Strategy
- Operations Management Links to Other Functional Areas
- Product/Service Design
- Strategic Capacity
- Project Management (Strategic Uses of Project Management)



Supply Chain

- Responsiveness, Agility, and Efficiency
- Supply Chain Visibility, Synchronization, and Bullwhip Minimization
- Risk Management
- Locating Facilities
- Distribution
- Warehousing



- Logistics
- International Regulations
- Strategic Sourcing
- Customer Relationship Management (CRM)
- Lean Management



Processes

- Process Mapping
- Manufacturing Process Environments
- Service Processes
- Quality



Planning and Control

- Enterprise Resources Planning (ERP)
- Inventory: Dependent and Independent Demand
- Master Planning
- Demand Management and Forecasting
- Sales and Operations Planning (S&OP)
- Material Requirements Planning (MRP)



- Distribution Requirements Planning (DRP)
- Inventory Management (Cycle Stock and Safety Stock)
- Inventory Models
- Vendor-Managed Inventory (VMI)
- Collaborative Planning, Forecasting, and Replenishment (CPFR)



Scheduling

- Routing
- Standards (Time Measurement)
- Scheduling Techniques
- Master Production Schedule (MPS) and Final Assembly Schedule (FAS)
- Dispatching
- Queuing and Simulation



- Theory of Constraints (TOC)
- Service Scheduling (Days On/Days Off)
- Advanced Planning Systems (APS)
- Production Activity Control (PAC)
- Manufacturing Execution Systems Management



Project Management

- Project Organization and Leadership
- Planning Processes
- Project Metrics



Advanced Manufacturing and Service Technology

- Information Technology
- Automated Manufacturing
- Advanced Service Systems



Emerging Operations Technologies

- Web Collaboration/E-Business
- Warehouse Management Systems (WMS)
- Virtual Team Collaboration
- Rapid Prototyping





About APICS

- Established in 1957
- Not-for-Profit
- Individuals and Companies
- Superior Training
- Internationally Recognized Certifications
- Comprehensive Resources
- Worldwide Network

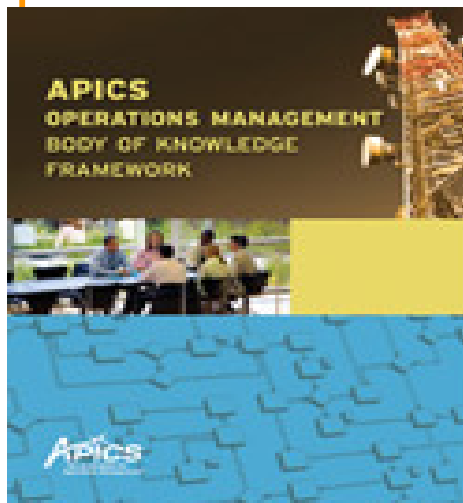
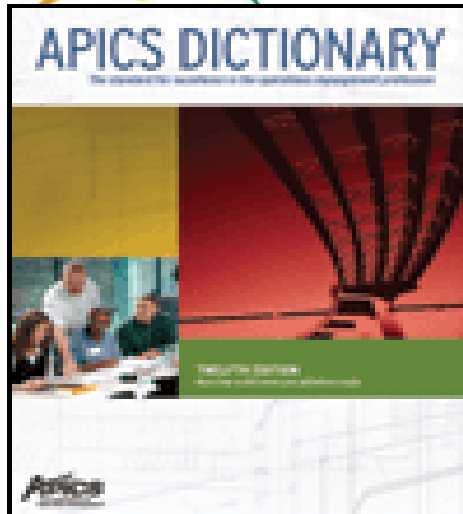


An Association for Operations Management

- Operations Management Body of Knowledge, include
 - **Production**
 - **Inventory**
 - **Supply Chain**
 - **Materials Management**
 - **Purchasing**
 - **Logistics**



APICS Resources



08 January 2009

APICS - E&R Research Papers - Windows Internet Explorer

http://www.apics.org/Education/ERFoundation/Research/researchpapers.htm

File Edit View Favorites Tools Help

APICS - E&R Research Papers

APICS The Association for Operations Management
Advancing Productivity, Innovation, and Competitive Success

HOME | JOIN | CONTACT US | SITE MAP

SITE SEARCH

ABOUT APICS BOOKSTORE CERTIFICATION EDUCATION MEMBERSHIP RESOURCES

Welcome to APICS The Association for Operations Management You are not logged in. | Log In | Register

Education > E&R Foundation > Research > Research Papers

Research Papers

The E&R Foundation has produced a series of research papers from ERP implementation to supply chain management. Review the research paper executive summaries to grasp the concepts and techniques presented in the papers.

- [Activity-Based Costing](#)
- [Assessing the True Cost of Implementing an ERP System](#)
- [Exploring the Development of Business Process Outsourcing in Support of E-Business](#)
- [Identifying Internet Purchasing Success Factors](#)
- [Locating a Service Parts Facility: A Case Study of Decision Making at Digital Equipment Corporation](#)
- [Managing Material and Information Flows in Global Supply Chains: A Bilateral Study](#)
- [Maximizing Human Resource Utilization through Effective Intra-organizational Learning](#)
- [Performance Measurement Systems and How They Are Used as Employee Motivators](#)
- [Production Management in Remanufacturing](#)
- [Strategic Alliances: Long-Term Success Factors](#)
- [Supply Chain Management Incorporating Reverse Logistics](#)
- [Supply Chain Management Practices in the United States and Europe](#)

APICS Online Events

Conference

Courseware

- AMES
- CIRM
- CSCP
- CPIM
- ERP
- Fundamentals
- JIT
- Workshops

E&R Foundation

- Research
- Competitions
- Donations
- Scholars

Enterprise Knowledge Solutions

- Benefits
- Courses
- Offerings
- Clients
- Request Information

Public Workshops

- National Workshops
- Chapter Review Courses

Self-Study

- CIRM
- CSCP
- CPIM

Internet 100%

Ravindra K. Tulsyan

23



Key Programs

- Certified in Production and Inventory Management (CPIM)
- Certified Supply Chain Professional (CSCP)
- Training
 - **Train the Trainer**
 - **Lean Enterprise**
 - **Global Sourcing**



CSCP Learning Kit - Offline

I




- Series of four books
- Approximately 800 pages in total
- Covers four domains or major topics



CSCP Learning Kit - Online

APICS Certified Supply Chain Professional™
LEARNING SYSTEM

[Learn More](#)
[Free Demo](#)
[Log In](#)
[Enroll](#)



User Name:

Password:

[Log In](#)


- [Help](#)
- [Forgot your Username or Password?](#)

Welcome

Returning students, enter your user name and password and then select Log In to continue.

New students, create your own username and password when you [enroll in your course](#).

Prospective students considering [purchasing](#) the APICS Certified Supply Chain Professional Learning System can [learn more](#) about the course and try the [free demo](#).



© APICS 2005





APICS In India

- Since 1992
- More than 7,400 individuals taken exams
- More than 2,000 certified
- Volumes in India Highest Internationally Amongst 35 Countries
- Represented by KnoWerX Education (India) Pvt. Ltd.

About KnoWerX



eXtraordinary poWer of Knowledge KnoWerX



eXtraordinary poWer of
Knowledge

KnoWerX



eXtraordinary poWer of
Knowledge

KnoWerX



eXtraordinary poWer of
Knowledge

KnoWerX



KnoWerX

eXtraordinary poWer of
Knowledge



KnoWerX

- Mission is to Increase Value to You
- Practices “Lean Philosophy”
- Lowest cost in the whole world
- Best quality
- Highest service levels



Some of our Clients



BOSCH



DENSO

DELPHI



The miracles of science™





Some of our Clients



Hindustan Unilever Limited



Johnson & Johnson

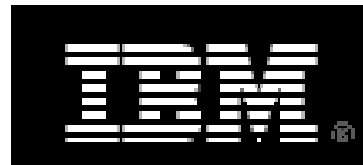


TOTAL





Some of Our Clients

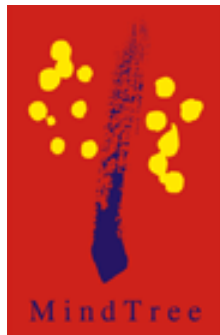




Some of Our Clients



L&T Infotech



ORACLE



patni



Satyam
What Business Demands.

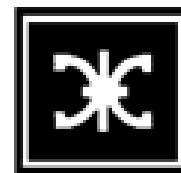


TATA CONSULTANCY SERVICES





Some of the Business Schools



Xavier
Institute of Communications

XIME

Offerings From KnoWerX



Certification Programs

- APICS The Association for Operations Management
 - **CPIM**
 - Certified in Production and Inventory Management
 - **CSCP**
 - Certified Supply Chain Professional



AMERICAN SOCIETY OF TRANSPORTATION AND LOGISTICS, INC. ®

- American Society of Transportation and Logistics
 - **PLS**
 - Professional Designation in Logistics and Supply Chain Management
 - **CTL**
 - Certified in Transportation and Logistics



Training Programs

- Introduction to Supply Chain Management
- Advance Supply Chain Management
- Re-engineering Operations Management
- Enterprise Resource Planning (ERP)
- Inventory Management
- Train the Trainers



- Lean Enterprise Management
- Global Sourcing
- Logistics Management
- CPIM Training
- CSCP Training
- PLS Training
- CTL Training

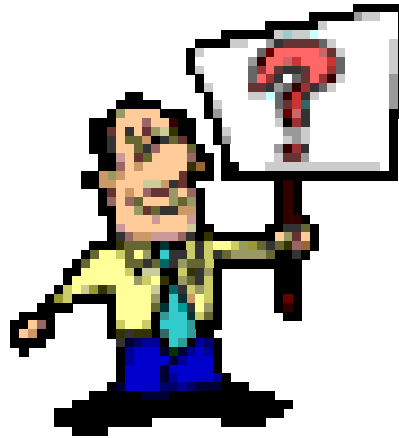


Value for PMP Club PMI Mumbai Chapter

- Parts of PMBOK incorporated in the OMBOK
- Will be happy to understand you
- Will be happy to understand your requirements
- Will be happy to make available the knowledge to further your career / business



Questions?



mumbai@knowerox.com



Thank You



mumbai@knowerox.com