

PRODUCTION & OPERATIONS MANAGEMENT

Case collection update – June 2007

EXEMPLAR ELECTRONICS, INC (A)

ECCH Reference No.	607-006-1
Author	Sprague, Linda G; Callarman, Thomas E.
Setting	Puerto Rico (US territory); Electronic devices for R&D (research and development) scientists; Small to medium sized manufacturer, 450 employees; 2006-2007
Topic	Capacity planning and management; Assembly line operations (manual); Learning curves; Workers efficiency rates; Sales and operations relationships; New product introduction, operational issues
Pub. Year	2007
Length	12 page(s)
Source	LIBRARY
Abstract	An SMM (small to medium sized manufacturer) of sophisticated electronic devices aimed at R&D (research and development) scientists is introducing a new product line, which is expected to have a longer life cycle and higher demand than previous products. The case details the steps involved in this new product development, with focus on the final step - design of the final (manual) assembly line. After months of the line's initial start-up, the marketing organization is requesting greater output. Establishing additional assembly capacity raises such issues as number of stations required, downtime during the change, rate of learning to be expected, additional times required for additional stations, etc.

CONEXIONES DE CALIDAD, SA

ECCH Reference No.	604-035-1
Author	Sprague, Linda G
Setting	Spain; Electronic components; 150 employees at this site; 2000
Topic	Assembly operations ; Production Scheduling ; Manufacturing management ; Workforce assignment and management ; ERP (enterprise resource planning) and APS (advanced production systems) ; Job scheduling

Pub. Year 2004
Length 15 page(s)
Source GEN EXP
Abstract Conexiones de Calidad (ConCal) specializes in the manufacture of electrical and electronic components and connectors in 8 locations in Europe. This case is set in one of their Spanish operations, with the focus on job scheduling in assembly operations. Line supervisors develop detailed weekly work schedules, including the design of manual assembly lines, trading workers among the six Assembly Groups as needed. The line supervisors also set up the lines and manage them throughout the week. Management is about to invest in an ERP (enterprise resource planning) system. Two of the candidate vendors propose to automate the line supervisors' tasks as part of the implementation. Students can develop detailed work plans for the week, including the design of five manual lines. From this exercise, the implications of automating the task within an ERP/APS (advanced production systems) implementation can be evaluated.

SOLUTION CHEMICALS

ECCH Reference No. 603-012-1
Teaching Note 603-012-8 (5 pages)
Author Shu, Jinsi ; Boetje, Lars M ; Zhang, Heng
Setting China; Chemicals; Large; 2002
Topic Foreign investment and Trade ; Free trade zones of China ; Chemical industry ; Policy environment
Pub. Year 2003
Length 15 page(s)
Source FIELD
Abstract John, a young MBA graduate, was sent to China to do some investigations by the directorate of Solution Chemicals. Solution Chemicals was a leading global ER (a specific kind of resin and related products) manufacturer with more than 50 years experience, strong production capacity and market competence. However, Solution had fallen behind its competitors in China, a quickly emerging market. One important reason was that Solution did not have its own plant in China. John was expected to find out how to enhance the company's productivity in China. Because the company was in heavy debt, it could not afford building a new plant. John studied the possibility of doing contract manufacturing, but found it not so promising as he thought. How should he advise the company directorate? This case involves issues in production management, international trade and international investment. It discusses how an multinational company enters a market that is not completely open, and how to rationalize its global production. The case could be used in production management or corporate strategy courses.

GOLDEN BRIDGE REAL ESTATE CO

ECCH 602-073-1

Reference No.**Teaching Note** 602-073-8 (5 pages)**Author** Fernandez, Juan A ; Zhang, Helen**Setting** Shanghai, China; Real estate; Medium; 2002**Topic** Process improvement**Pub. Year** 2002**Length** 7 page(s)**Source** FIELD**Abstract** Golden Bridge is a real estate company in Shanghai. Due to the Chinese market reform, there is more competition and freedom in the market. Customers are becoming more sophisticated in their expectations for better quality apartments. The company is facing a problem with customer complaints; the process takes too long which makes its customers even unhappier. They decide to revise and improve the customer complaint process.