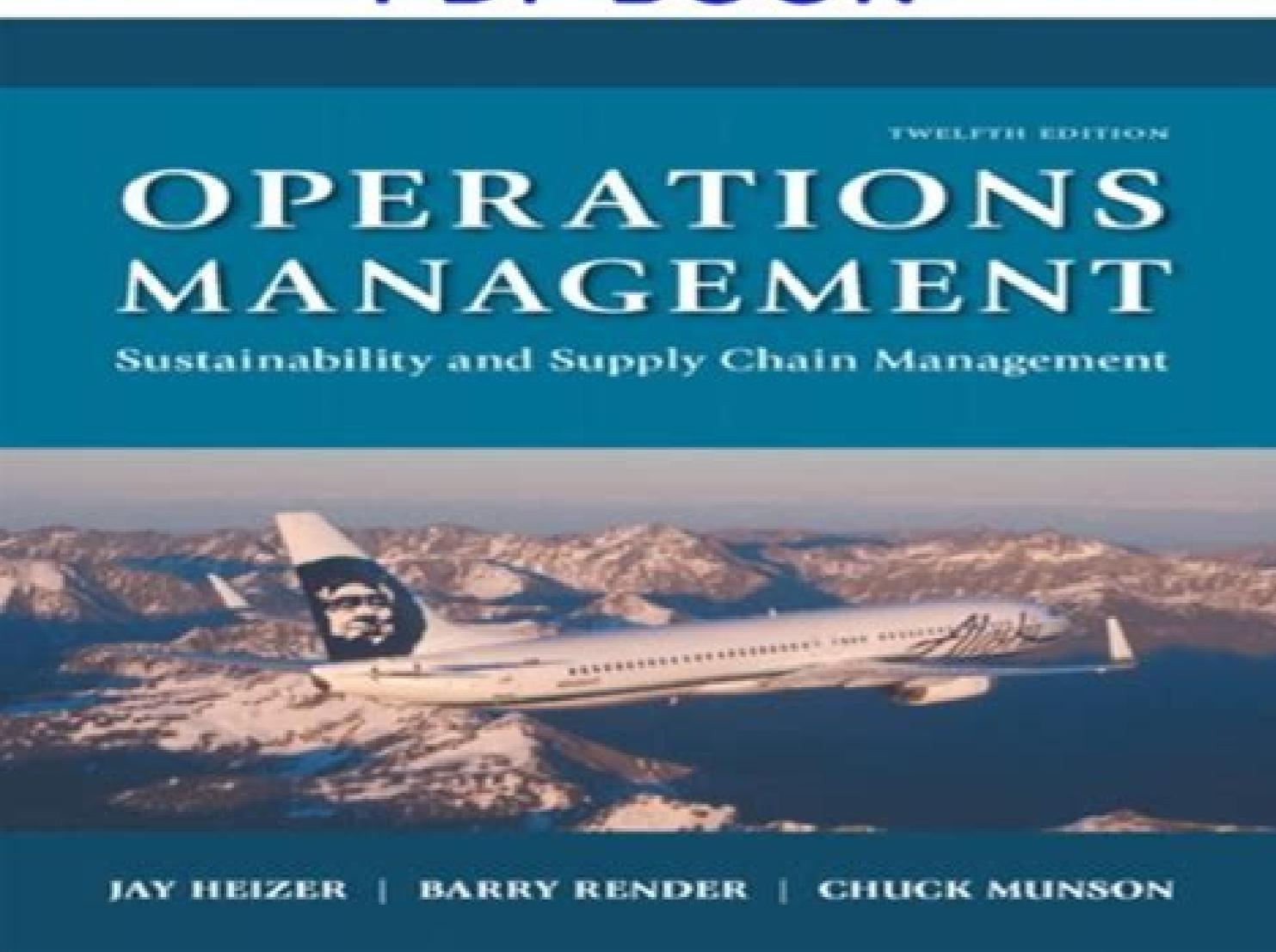


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## PRINCIPLES OF Operations Management

SUSTAINABILITY AND SUPPLY CHAIN MANAGEMENT

JAY  
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#### Project Management

- DISCUSSION QUESTIONS**
1. There are many possible answers. Project management is needed in large construction jobs, in implementing new information systems, in product development/marketing, in creating a new assembly line, and so on.
2. Project organizations make sure existing programs continue to run smoothly while new projects are successfully completed.
3. The three main areas involved in managing a large project are planning, scheduling, and controlling.
4. PERT and CPM help answer questions relating to which task elements are on (or likely to be) the critical path and to problems concerning the overall project. Some specific questions include:
- When will the project be completed?
  - Are the critical activities or tasks in the project, that is, the activities that will delay the entire project if completed behind schedule?
  - Which activities are noncritical activities, that is, those that can run behind schedule without delaying the whole project? How far behind schedule can these activities run without disrupting the completion date?
  - What is the latest date that the project will be completed by a specific date?
  - At any particular date, is the project on schedule, behind schedule, or ahead of schedule?
  - On any given date, is the money spent equal to, less than, or greater than the budgeted amount?
  - Are there enough resources available to finish the project on time?
  - If the project is delayed, how much of a shorter amount of time is in the last hour to accomplish the job?
5. WBS is a hierarchical subdivision of effort required to achieve an objective. It defines a project by breaking it down into manageable parts and even finer subtasks.
6. A Gantt chart is a visual device that shows the duration of tasks in a project. It is known mainly for showing that (1) all activities are planned for, (2) their order of performance is planned for, (3) the activity times are recorded, and (4) the overall project duration is determined.
7. The difference between AOA and AON is that activities are shown as arrows in the former and on the node in the latter. We primarily use AON in this chapter.
8. Any late start or extension of an activity on the critical path will delay the completion of the project.
9. To crash an activity, the project manager would pay money to add resources (overtime, extra help).
10. Activity times used in PERT are assumed to be described by a beta probability distribution. Given optimistic ( $a$ ), pessimistic ( $b$ ), and most likely ( $m$ ), completion times, average or expected time is given by:
- $$t = \frac{a + 4m + b}{6}$$
- and the variance by:
- $$\text{Variance} = \frac{(b - a)^2}{36}$$
11. Early start (ES) is the earliest time of the early finish times of all its predecessors. Early finish (EF) is the early start of an activity plus its duration. Late start (LS) of an activity is the latest time at which all its successor activities' late start (ES) of an activity is its late finish.
12. The critical path is the shortest time possible for the completion of a series of activities, but the shortest time is the longest path through the network. Only the longest path allows time for all activities in the series; any shorter path will have activities unfinished.
13. Dummy activities are tie-breakers. They are inserted into a network to maintain the logic of the sequence of events, such as when two activities have exactly the same beginning and ending events. A dummy activity is inserted with one of them so that the sequence of events is maintained.
14. They are (1) optimistic time estimate ( $a$ ), an estimate of the minimum time an activity will require; (2) most likely time estimate ( $m$ ), an estimate of the normal time an activity will require; (3) pessimistic time estimate ( $b$ ), an estimate of the maximum time an activity will require.
15. No. In networks, there is no possibility that crashing a non-critical task can reduce the project duration. Only critical tasks can reduce the project duration. However, other criteria for crashing may exist; for instance, skills required in one of the activities may also be needed elsewhere.
16. Total PERT project variance is computed as the sum of the variances of all activities on the critical path.



PowerPoint presentation to accompany  
Heizer and Render  
Operations Management, 10e  
Principles of Operations Management, 8e

PowerPoint slides by Jeff Heyl

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## JIT/Lean Operations

**Good production systems require that managers address three issues that are pervasive and fundamental to operations management: eliminate waste, remove variability, and improve throughput**



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Jay Heizer  
Barry Render

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books were divided into undescribed leaves (Pecia), which were distributed to different copyists; Consequently, di produzione libraria aumentò notevolmente. Un negozio che vende libri è detto libreria, termine che in italiano indica anche il mobile usato per conservare i libri. poterit constare duobus, / Et faciet lucrum bybliopola Tryphon. (IT) La serie degli Xenia raccolta in questo agile libretto ti costerà se la compri, quattro soldi. Erano utilizzate anche le corteccie di albero, come per esempio quelle della Tilia, e altri materiali consimili.[12] Secondo Erodoto (Storie 5:58), i Fenici portarono in Grecia la scrittura ed il papiro verso il X secolo o il IX secolo a.C. La parola greca per papiro come materiale di scrittura (biblion) e libro (biblos) proviene dal porto fenicio di Biblo, da dove si esportava il papiro verso la Grecia.[13] Dal greco deriva anche la parola tomo (τόμος), che in origine significava una fetta o un pezzo, e gradualmente cominciò a indicare "un rotolo di papiro". Il papiro divenne difficile da reperire a causa della mancanza di contatti con l'Antico Egitto e la pergamena, che per secoli era stata tenuta in secondo piano, divenne il materiale di scrittura principale. Il libro più antico stampato con questo sistema è il Sutra del Diamante (868 d.C.). Nel mondo islamico Anche gli arabi produssero e rilegarono libri durante il periodo medievale islamico, sviluppando tecniche avanzate di calligrafia araba, miniatura e legatoria. Il formato di codex si stabilì nel mondo romano nella tarda antichità, ma il rotolo persistette molto più a lungo in Asia. Quattro son troppi? Il numero totale di codici sopravvissuti correntemente ammontano a più di cento; almeno 16 di questi sono di pergamena, quindi il 16%. Nel XVII secolo cede la parte decorativa all'antiporta e vi compaiono le indicazioni di carattere pubblicitario riferite all'editore, un tempo riservate al colophon. Questo mezzo, permettendo l'accelerazione della produzione delle copie di testi contribuisce alla diffusione del libro.

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