

Practice Operations Management: A theoretical approach

*Allanna Nigro Cardia dos Santos (allannanigro@gmail.com)
Graduating Student in Administration - Sao Paulo State University*

*Juliana Santos Egea (juju_egea@hotmail.com)
Graduating Student of Production Engineering - Sao Paulo State University*

*Flávia Choi Marchesano (juju_egea@hotmail.com)
Graduating Student of Production Engineering - Sao Paulo State University*

*Rosane Aparecida Gomes Battistelle (rosane@feb.unesp.br)
Doctor of Environmental Engineering - Sao Paulo State University*

*Edvaldo José Scoton (scoton@faac.unesp.br)
Master of Environmental Area - Sao Paulo State University*

Abstract

This work aims to show the importance of operations management in the business environment through management tools such as benchmarking, Empowerment, Core competences and Reengineering along the pluralities of researchers on this subject. The results demonstrate an incentive to practice as a method to achieve this success and competitiveness.

Keywords: competitiveness, operations management and business context.

Introduction

Given the globalized world and the context in which they operate companies, have become a increasingly fierce competition that reduces the importance of the best business management and the search for growth opportunities. We know that the competition is in many locations and levels, and there are companies offering the same product / service but on different scales, depending on your level of service offered to their internal and external customers.

For business organization is using a range of methods and processes in their daily activities whether the shop floor to senior management positions, which somehow require constant monitoring and improvement, towards a more efficient and productive system less costly.

Another issue to be mentioned in this context due to the technological innovation that is emerging in the market and spread quickly companies in order to competitive advantages and increase the level of knowledge applied to them. The employee must know what is producing, what is the importance of what is producing results and that their.

Given these new perspectives that are emerging in the market is to be addressed theories from current tools that have been used in business and that are intended to achieve competition and provide gains for companies.

As mentioned earlier, with the market increasingly competitive it is essential that there be management operations through the use of tools such as benchmarking, reengineering processes, Empowerment and Core Competences so that enterprises become less bureaucratic, more agile, flexible and allow increased efficiency.

Methodology

This article was structured based on electronic items found on the site of academic research Scielo, featuring renowned authors and scholars were also carried out research in scholarly journals on the subject. The authors are linked to the subject so that each article is about a particular content vinculados all but the main theme of the proposed article.

Empowerment

The concept of empowerment is a management concept that focuses on companies that seek to give greater power and autonomy to employees and which tend to be positioned to compete in the long term. According Chiavenato (1999), this is a word which can improve the quality, productivity and ultimately the customer service through the delegation of authority and responsibility to employees, favoring the establishment of trust relationships between different hierarchical levels of enterprises.

Through this tool it is possible to decentralize the organization chart in vertical and horizontal making employees prepared to diagnose, analyze and propose improvements to the events of the day-to-day business.

To the author empowerment is a concept that is much talked about but little practiced. Your goal is simple: to transmit responsibility and resources for all people order to get their creative and intellectual energy, so that they can show true leadership within their own individual spheres of competence, and also at the same time, helps them to meet the global challenges of the entire company.

The following table illustrates the concept of Empowerment comparing some features of this management tool.

Tabela 1 - Trade-off da abordagem Empowerment

Fator	Abordagem de não-empowerment	Abordagem de empowerment
Estratégia básica de negócios	Custo baixo, volume alto	Diferenciação customizada, personalizada
Ligações com consumidor	Transação, curto prazo	Relacionamento, longo prazo
Tecnologia	Rotineira, simples	Não rotineira, complexa
Ambiente de negócios	Previsível, poucas surpresas	Imprevisível, muitas surpresas
Tipos de pessoas	Gerentes autocráticos, empregados com baixas necessidades de crescimento, baixas necessidades sociais e habilidades interpessoais fracas	Gerentes democráticos, empregados com necessidades de crescimento altas, altas necessidades sociais e habilidades interpessoais fortes

Fonte: SLACK, N. Administração da Produção, Segunda Edição, Editora Atlas, 2002

Note that empowerment is a tool that assists in decision making by employees who feel greater mobility, responsibility and dedication, as well as a higher level of recognition in the execution of their activities and creating a maturity for future decision-making more level.

Benchmarking

Major changes occurring in the environment in which they operate companies bring as a consequence the need for improvement and constant search for improvements by businesses so that employees enhance competencies and skills, expanding the ability to be prepared for the future. It is very important that employees have a collective knowledge to develop new products and services and learn faster than competitors may be a crucial point in the company's growth.

Through benchmarking, a change management tool that can achieve a desirable level of quality and expertise in conducting business, to meet the expectations and needs of its customers. A competitive analysis of competitors and similar companies, and alignment of expectations and points to be improved are factors that determine success in using this tool.

Reengenharia

The idea of reengineering tool based on the concept of the design process of the product / service in order to create significant value for customers seeking the concept of added value. The reengineering has to be a revolution in the way we conduct business by business, focusing on the essentials, breaking rules and the concept of top-down.

There is an aggregation of values to be achieved by the company when it uses the concept of reengineering, as integration of tasks / activities through technology, the development of high performance groups and harnessing the experience of one who acquires knowledge for the various features within the company. What is important in this concept is to create a definition of the business, without following rules, but aligned with the strategic objectives of the company, since the operations and processes are

closely linked to strategy. The table below illustrates that the terms "reengineering", "productivity and rationalization", "continuous improvement" and "TQC" refers to techniques used to conduct the business processes and which particular technique is not used properly can generate unsatisfactory results.

Table 2: Attributes of scope: scope and depth of intervention.

Quadro 2

Os atributos do escopo: a abrangência e a profundidade da intervenção

Profundidade	Grande	Produtividade Racionalização	Reengenharia
	Pequena	Melhoria contínua	TQC
		Pequena	Grande
		Abrangência	

Source: Reengenharia: a guide to the executive (1994).

Table 3 shows the main techniques for business debts by the degree of comprehensiveness and radicalization. Since the first terms refer to techniques that focus on the search for quality and finally the techniques that focus on business and radicalized.

There is a degree of relative importance between IT and reengineering since the former is responsible for the support of all processes to be run by a management tool. Thus, it is necessary for companies to be able to offer IT support can help resolve impasses and constantly seek the desired improvements.

Core Competences

The need to adapt to changes by which companies are going through, come to think of forcing them manage the business according to their core competencies, which are intangible assets, ie those which the company offers and which are her own and difficult to be imitated, such as performance, skills and knowledge.

Offer products / services differentiated and flexibility in business following the evolution of the company are decisive factors to target different markets and customers and win them.

Estratégia competitiva	Função		
	Operações	Desenvolvimento de produto	Vendas/Marketing
Excelência Operacional	<u>Manufatura classe mundial/produção enxuta</u>	Inovações incrementais	Convencer o mercado de que a relação qualidade/preço dos produtos/serviços oferecidos é ótima
Inovação em Produto	<i>Scale up e produção primária</i>	<u>Inovações radicais (breakthrough)</u>	Preparar o mercado e educar os clientes potenciais para a adoção da inovação
Orientada para Cliente	Manufatura ágil	Desenvolvimento de sistemas (produtos/serviços) específicos	<u>Desenvolver relações com clientes específicos para compreender necessidades e vender soluções</u>

Observação: foram sublinhadas as competências essenciais para cada estratégia.

Figure 3: Types of strategies and organizational skills.

The goal of management is to explore the core competences which the company offers better, through a constant learning and innovation processes in product / service, operational excellence and its relationship with the customer. One of the typical examples of operational excellence is the automobile companies Ford and Toyota in the computer market and the company Dell, the service sector WalMart and McDonalds, which is the tool as a means to achieve greater value in price / quality ratio.

The critical factors that deserve attention are focused on operations such as procurement, production and distribution. These skills should be a priority for the company to become competitive in the market and for this she needs to have a clear idea of core competence and strategic.

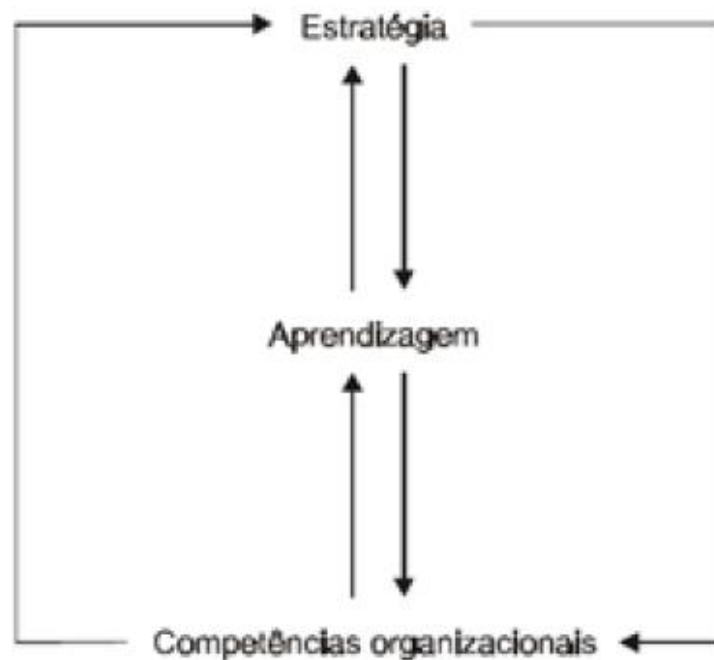


Figure 4: Alignment of strategy, learning and organizational skills

Final remarks

The idea being raised in this article is about the importance of having the management of operations in achieving success in an organization, whether through the mentioned tools that create opportunities so that there is an approximation of the competitors on the one hand and the search for these improvements through.

Have other tools allow the exchange of knowledge and understanding and identifying customer needs and presenting the best of managers achieve their organizational objectives and financial obstacles before they arise.

Should be given a relative importance to the business processes and operations also involved, since the employees are closely involved in the activities, so that you can evaluate the fundamental skills to achieve goals and get the biggest / best results.

References

- Fleury, C.C.A. Fleury, L.M.T. Competitive strategies and essential skills: Prospects for the internationalization industry in Brazil. Available at: <http://www.scielo.br/pdf/%0D/gp/v10n2/a02v10n2.pdf>. Accessed date: (February 15, 2013).
- Fontanillas, N.C. Palmieri, R.B Oliveira, T.J. Organizational communication as a strategic vision using the empowerment as a determinant factor for the development of an organization. Contemporary Thinking in Administration. Available at: <http://www.uff.br/rpca/Volume%203/Comunicacao.pdf> (accessed date: february 20, 2013).
- Gonçalves, E.J.L. Reengineering: a guide reference to the executive. Available at: http://rae.fgv.br/sites/rae.fgv.br/files/artigos/10.1590_S0034-75901994000400004.pdf. (Accessed date: February 20, 2013).
- Oliveira, R.U. Rodriguez, V. M. Empowerment as a tool for people management to reduce costs and increase operational efficiency: A case study a financial institution. Available at: http://www.abepro.org.br/biblioteca/ENEGEP2004_Enegep0707_0033.pdf. Accessed date: (February 18, 2013).
- Oliveira, W.V. Metz, A.C. Management Operations. Available at: <http://ged.feevale.br/bibvirtual/Artigo/ArtigoViniciusOliveira.pdf>. Accessed date: (February 11, 2013).
- Sabino. N.B. An interface for the deployment of the benchmark of quality (QBD) – Case Study. Available at: <file:///I:/POMPS/POMPS/Nazareno%20Batista%20Sabino.htm> Aceso date: (February 15, 2013).