

## <<生产与运作分析>>

### 图书基本信息

书名：<<生产与运作分析>>

13位ISBN编号：9787302203476

10位ISBN编号：7302203474

出版时间：2009-7

出版时间：清华大学

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页数：771

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## <<生产与运作分析>>

### 前言

本教材系列的出版正值中国学术界工业工程学科经历巨大发展、实际工作中对工业工程的概念、方法和工具的使用兴趣日渐浓厚之时。

在实际工作中有效地应用工业工程的手段将无疑会提高生产率、工作质量、合作的满意度和效果。该系列中的书籍对工业工程的本科生、研究生和工业界中需要解决工程系统设计、运作和管理诸方面问题的人士最为适用。

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### 内容概要

国际著名学者Steven Nahmias所著《生产与运作分析》一书，现已出到了第6版，以其翔实、精深的内容和严谨的体系著称，被诸多国际著名大学的工业工程科系选为骨干教材。该书内容涵盖了生产与运作系统和过程的各个方面，包括战略与竞争、预测、综合计划、对已知需求与不确定需求的库存控制、供应链管理、推动式与牵引式生产控制系统、作业调度等方面。书中的论述条理清晰，易于被学生接受；拥有大量实际案例，特别是提供了一系列精彩的精简应用（Snapshot Application）实例，为学生提供学以致用的模板。在每章的开头，说明了学习目的与学习重点。书中例题与习题数量较多，且由浅入深，可引导学生举一反三，对巩固知识、培养能力颇有裨益。该书可以作为工业工程专业本科生、研究生“生产运作管理”或“生产计划与控制”课程的教材。

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## 章节摘录

插图：There are several dimensions along which one can evaluate production / operations strategy. Here are the most significant : 1. Cost. Where pricing is a key to market differentiation and competitiveness, a major means of strategy evaluation is the cost of products delivered to the customer. Direct costs of production include costs of materials, equipment, and labor. Costs of distribution involve inventory carrying costs , particularly inventory in the pipeline , transportation , and distribution costs. Cost of plant and process overhead also must be factored into the cost calculation. Overhead costs of new processes may be the most difficult to evaluate because of the uncertainties of both the process reliability and the useful lifetime. 2. Quality. In markets where product quality is a major determinant of product success in the marketplace , or high reliability is required to meet product specifications , strategy should be evaluated along the quality dimension. For example , product quality is the primary means of evaluating manufacturing performance in Japan. 3. Profitability. Ultimately, it is the profitability of a product line that determines the success of the strategy undertaken to produce and to sell it. However, as noted above , short-term profit maximization could be a poor strategy for the firm if it entails reductions in the investment in new capacity and technology. If the time horizon associated with the evaluation of any particular strategy is not correct , top management could be making poor decisions. Strategies that achieve short-term profitability may not necessarily be in the best interests of the firm in the long term. 4. Customer satisfaction. Successful firms have come to realize that ultimate success is achieved only by maintaining a satisfied and loyal customer base. This means that the customer must not only be satisfied with a product when purchased, but must have confidence that the firm will stand behind its guarantees by supplying efficient and cost-effective service after a sale is made. Market-driven quality is a term we often hear these days. Its recent emphasis shows that companies are becoming more aware that customer service must be made an explicit part of the product delivery process.

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### 编辑推荐

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