

# Operations Management

## Nigel Slack 7th Edition

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**Making Management Decisions** - Steve Cooke 1991  
Textbook written for undergraduate courses in business studies and related subjects.

**Strategic Management for Tourism, Hospitality and Events** - Nigel Evans  
2015-01-30  
Strategic Management for Tourism, Hospitality and Events is the must-have text for students approaching this

subject for the first time. It introduces students to fundamental strategic management principles in a Tourism, Hospitality and Events context and brings theory to life by integrating a host of industry-based case studies and examples throughout. Among the new features and topics included in this edition are: Extended coverage to Hospitality and Events to reflect the increasing

need and importance of a combined sector approach to strategy New international Tourism, Hospitality and Events case studies from both SME's and large-scale businesses are integrated throughout to show applications of strategic management theory, such as objectives, products and markets and strategic implementation. Longer combined sector case studies are also included at the end of the book for seminar work. New content on emerging strategic issues affecting the tourism ,hospitality and events industries, such as innovation, employment, culture and sustainability Web Support for tutors and students providing explanation and guidelines for instructors on how to use the textbook and case studies, additional exercises, case studies and video links for students. This book is written in an accessible and engaging style and structured logically with useful features throughout to aid students' learning and understanding. This book is an

essential resource to Tourism, Hospitality and Events students.

**Market-Led Strategic Change** - Nigel F. Piercy  
2012-05-04

The third edition of Market-Led Strategic Change builds on the massive success of the previous two editions, popular with lecturers and students alike, presenting an innovative approach to solving an old problem: making marketing happen! In his witty and direct style, Nigel Piercy has radically updated this seminal text, popular with managers, students, and lecturers alike, to take into account the most recent developments in the field. With a central focus on customer value and creative strategic thinking, he fully evaluates the impact of electronic business on marketing and sales strategy, and stresses the goal of totally integrated marketing to deliver superior customer value. "Reality Checks" throughout the text challenge the reader to be realistic and pragmatic. The book confronts the critical

issues now faced in strategic marketing: · escalating customer demands driving the imperative for superior value · totally integrated marketing to deliver customer value · the profound impact of electronic business on customer relationships · managing processes like planning and budgeting to achieve effective implementation At once pragmatic, cutting-edge and thought-provoking, *Market-Led Strategic Change* is essential reading for all managers, students and lecturers seeking a definitive guide to the demands and challenges of strategic marketing in the 21st century.

*Essentials of Supply Chain Management* - Michael H. Hugos 2018-02-22

The bestselling guide to the field, updated with the latest innovations *Essentials of Supply Chain Management* is the definitive guide to the field, providing both broad coverage and necessary detail from a practical, real-world perspective. From clear explanation of fundamental

concepts to insightful discussion of supply chain innovation, this book offers students and professionals a comprehensive introduction with immediately-applicable understanding. The fourth edition has been updated to reflect the current state of the field, with coverage of the latest technologies and new case studies that illustrate critical concepts in action. Organized for easy navigation and ease-of-use, this invaluable guide also serves as a quick reference for managers in the field seeking tips and techniques for maximizing efficiency and turning the supply chain into a source of competitive advantage. The supply chain underpins the entire structure of manufacturing and retailing. Well-run, it can help a company become a global behemoth—or, if poorly-managed, it can sink a company before the product ever sees the light of day. The supply chain involves many moving parts, constantly-changing variables, and a network of other business that

may have different priorities and interests—keeping it all running smoothly is a complex, but immensely powerful skill. This book takes you inside the supply chain to show you what you need to know. Understand the fundamental concepts behind supply chain management Learn how supply chains work, and how to measure their performance Explore the ways in which innovation is improving supply chains around the world Examine the supply chain as a source of competitive advantage Whether you're at the front or the back of your supply chain, your business is affected by every other company and event in the chain. Deep understanding and a host of practical skills are required to accurately predict, react to, and manage the ever-changing stream of events that could potentially disrupt the flow. Essentials of Supply Chain Management prepares you to take on the challenge and succeed.

Operations Management -  
Nigel Slack 2019-04-22

Operations management is important, exciting, challenging ... and everywhere you look! Important, because it enables organisations to provide services and products that we all need Exciting, because it is central to constant changes in customer preference, networks of supply and demand, and developments in technology Challenging, because solutions must be must be financially sound, resource-efficient, as well as environmentally and socially responsible And everywhere, because in our daily lives, whether at work or at home, we all experience and manage processes and operations. The full text downloaded to your computer With eBooks you can: search for key concepts, words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf (available as a free download), available online and also via the iPad and Android apps. Upon purchase, you'll gain

instant access to this eBook. Time limit The eBooks products do not have an expiry date. You will continue to access your digital ebook products whilst you have your Bookshelf installed.

Operations Management -

Nigel Slack 2013

Operations Management focuses on the sustainable and socially responsible imperatives of operations management, using over 120 cases and illustrations of real-life operations around the world, including Apple, Medecins Sans Frontieres, Amazon, Ecover, Dyson, Disneyland Paris, google, The North face, and many more.

**Operations Strategy** - Nigel Slack 2008

Operation Strategy Second Edition Nigel Slack and Michael Lewis Ideal for Advanced Undergraduate and Postgraduate students, this book builds on concepts from Strategic Management, Operations Management, Marketing and HRM to give students a comprehensive understanding of Operations

Strategy. Features

Comprehensive and accessible with authoritative authorship and an excellent blend of theory and practice A European context Engaging case studies Teaching resources including an Instructor's Manual with extensive case notes and PowerPoint slides at [www.pearsoned.co.uk/slack](http://www.pearsoned.co.uk/slack). What's New? This new edition has been focused to concentrate on the most significant topics in the subject, with 10 chapters replacing the previous 15. New material has been added and coverage of some older topics has been revised (see new table of contents). End-of-chapter case exercises have been replaced by a major end-of-book section of 'Harvard-type' cases. New to the Instructor's resources online: additional cases and a set of questions and answers for class use / exam use. New coverage of hot topics, such as the implications of ERP and Six Sigma on ops strategy, agility and it's inter-relationship with

lean, supply management issues, operations strategy for competitive advantage and SCM, and implementation.  
Service Management - James A. Fitzsimmons 2004

*Project Management in Practice* - Samuel J. Mantel 2011

Project Management in Practice, 4th Edition focuses on the technical aspects of project management that are directly related to practice.

**Service Operations Management** - Robert Johnston 2005

The central focus of this book is how organizations deliver service and the operational decisions that managers face in managing resources and delivering service to their customers.

**Q&a Employment Law 2014 And 2015** - Richard Benny 2014

Q&A Employment Law gives students the opportunity to practise and hone their exam technique with clear guidance and tips from experienced examiners.

**Quality Management** - David L. Goetsch 2003

This direct, straightforward book provides readers with material that focuses on making the theories and principles of total quality practical and useful. It covers all of the elements of total quality, including several that receive little or no attention in other total quality books.

Practitioners in a corporate setting will find it a valuable guide in helping them understand and implement total quality. Topics which are covered include Quality and Global Competitiveness, Strategic Management: Planning and Execution, Quality Management and Ethics, and Communication and Interpersonal Relations. For settings in which people want to learn to be effective agents of the total quality approach, or are attempting to implement total quality.

*Supply Chain Management For Dummies* - Daniel Stanton 2020-11-11

Increase your knowledge of supply chain management and

leverage it properly for your business. If you own or make decisions for a business, you need to master the critical concept of supply chain management. *Supply Chain Management For Dummies*, 2nd Edition guides you to an understanding of what a supply chain is and how to leverage this system effectively across your business, no matter its size or industry. The book helps you learn about the areas of business that make up a supply chain, from procurement to operations to distribution. And it explains the importance of supporting functions like sales, information technology, and human resources. You'll be prepared to align the parts of this system to meet the needs of customers, suppliers, and shareholders. By viewing the company as a supply chain, you'll be able to make decisions based on how they will affect every part of the chain. To help you fully understand supply chains, the author focuses on the Supply Chain Operations Reference

(SCOR) model. This approach allows all types of professionals to handle their work demands.

- Use metrics to improve processes
- Evaluate business risks through analytics
- Choose the right software and automation processes
- Plan for your supply chain management certification and continuing education

A single business decision in one department can have unplanned effects in one or more areas, such as purchasing or operations. *Supply Chain Management For Dummies* helps you grasp the connections between business lines for wiser decision making and planning.

### Cases in Operations

Management - Robert Johnston 2003

The third edition of this clearly structured case book has been expanded and updated, and includes an introduction to the analysis of operations management cases. Key areas of operations management are dealt with, including new areas such as operations strategy, performance measurement and

TPM.

**Operations Strategy** - Nigel Slack 2011

Operations Strategy is focused on the interaction between operational resources and external requirements.

Companies such as Apple, Google and Tesco have transformed their prospects through the way they manage their operations resources strategically, turning their operations capabilities into a formidable asset. These and other examples in this book illustrate the broad and long-term issues of Operations Strategy that complement the more operational, immediate, tangible and specific issues that define Operations Management. Building on concepts from strategic management, operations management, marketing and HRM, this text offers a clear, well-structured and interesting insight into the more advanced topic of Operations Strategy in a variety of business organisations.

Operations Strategy - Nigel Slack 2017

La 4e de couverture indique :

"Now in its fifth edition, Operations Strategy continues to provide a comprehensive understanding of the interaction between operational resources and market requirements.

Companies such as Apple and Google have transformed their prospects through the way they manage their operations resources strategically, turning their operations capabilities into a formidable asset. The ideas and examples in this book illustrate how operations strategy can develop these capabilities by building on concepts from strategic management, operations management, marketing and HRM. This is the ideal text for advanced undergraduate and postgraduate students."

Operations Management -

Roberta S. Russell 2009

Featuring an ideal balance of managerial issues and quantitative techniques, this introduction to operations management keeps pace with current innovations and issues in the field. It presents the

concepts clearly and logically, showing readers how OM relates to real business. The new edition also integrates the experiences of a real company throughout each chapter to clearly illustrate the concepts. Readers will find brief discussions on how the company manages areas such as inventory and forecasting to provide a real-world perspective.

**Operations Management** - Nigel Slack 2016-05-12

**Logistics and Supply Chain Management ePub eBook** - Martin Christopher 2013-07-25  
Effective development and management of a supply chain network is an invaluable source of sustainable advantage in today's turbulent global marketplace, where demand is difficult to predict and supply chains need to be more flexible as a result. This updated 4th edition of the bestselling **Logistics and Supply Chain Management** is a clear-headed guide to all the key topics in an integrated approach to supply chains, including:

- The link

between logistics and customer value.

- Logistics and the bottom line measuring costs and performance.
- Creating a responsive supply chain.
- Managing the global pipeline.
- Managing supply chain relationships.
- Managing risk in the supply chain.
- Matching supply and demand.
- Creating a sustainable supply chain.
- Product design in the supply chain.

[Operations Management 7th editon eBook PDF](#) - Nigel Slack 2013-07-04

Were you looking for the book with access to MyOMLab? This product is the book alone, and does NOT come with access to MyOMLab. Buy **Operations Management with MyOMLab access card 7e** (ISBN 9780273776291) if you need access to the MyLab as well, and save money on this brilliant resource. **Operations management** is important, exciting, challenging ... and everywhere you look!

- Important, because it enables organisations to provide services and products that we all need
- Exciting, because it

is central to constant changes in customer preference, networks of supply and demand, and developments in technology • Challenging, because solutions must be financially sound, resource-efficient, as well as environmentally and socially responsible • And everywhere, because in our daily lives, whether at work or at home, we all experience and manage processes and operations. 'Operations Management' focuses on the sustainable and socially responsible imperatives of operations management, using over 120 cases and illustrations of real-life operations around the world, including Apple, Médecins Sans Frontières, Amazon, Ecover, Dyson, Disneyland Paris, Google, The North Face, and many more. Need extra support? This product is the book alone, and does NOT come with access to MyOMLab. This title can be supported by MyOMLab, an online homework and tutorial system which can be used by students for self-directed study

or fully integrated into an instructor's course. You can benefit from MyOMLab at a reduced price by purchasing a pack containing a copy of the book and an access card for MyOMLab: Operations Management with MyOMLab access card 6e (ISBN 9780273776291). Alternatively, buy access to MyOMLab and the eText - an online version of the book - online at [www.myomlab.com](http://www.myomlab.com). For educator access, contact your Pearson Account Manager. To find out who your account manager is, visit [www.pearsoned.co.uk/replocat](http://www.pearsoned.co.uk/replocat) or

### **Managing Service**

**Operations** - Bill Hollins  
2006-09-18

'Bill Hollins continues his practical investigation of design in the service sector. In this new book with Sadie Shinkins, he provides a down to earth approach to an important topic in the field' - Naomi Gornick, Honorary Professor, University of Dundee Guiding readers through each stage in the

design and implementation of service operations, this book combines lively examples that are easy to relate to with clearly explained theory.

Throughout, chapters contain pedagogical features that will help students to get the most from the ideas and examples being presented in the book.

They include: - Chapter objectives; - Short cases; - Student exercises; - Chapter summaries; - Further reading section; - A glossary of key terms.

*Project Management* - Jack R. Meredith 2017-10-30

Projects continue to grow larger, increasingly strategic, and more complex, with greater collaboration, instant feedback, specialization, and an ever-expanding list of stakeholders. Now more than ever, effective project management is critical for the success of any deliverable, and the demand for qualified Project Managers has leapt into nearly all sectors. Project Management provides a robust grounding in essentials of the field using a managerial

approach to both fundamental concepts and real-world practice. Designed for business students, this text follows the project life cycle from beginning to end to demonstrate what successful project management looks like on the ground. Expert discussion details specific techniques and applications, while guiding students through the diverse skill set required to select, initiate, execute, and evaluate today's projects. Insightful coverage of change management provides clear guidance on handling the organizational, interpersonal, economic, and technical glitches that can derail any project, while in-depth cases and real-world examples illustrate essential concepts in action.

**Operations Management** - Jay Heizer 2019

Operations Management: Sustainability and Supply Chain Management presents a broad introduction to the field of operations in a realistic, meaningful and practical manner, while offering the

largest and most diverse collection of issues on the market. KEY TOPICS: Operations and Productivity; Operations Strategy in a Global Environment; Project Management; Forecasting; Design of Goods and Services; Sustainability in the Supply Chain; Managing Quality; Statistical Process Control; Process Strategy; Capacity and Constraint Management; Location Strategies; Layout Strategies; Human Resources, Job Design, and Work Measurement; Supply-Chain Management; Supply Chain Management Analytics; Inventory Management; Aggregate Planning and Sales and Operations Planning; Material Requirements Planning (MRP) and ERP; Short-Term Scheduling; Lean Operations; Maintenance and Reliability MARKET: Appropriate for Operations Management courses.  
**The New CFOs** - Liz Mellon

2012-04-03

In the aftermath of the financial crisis, the spotlight is even more on the role and activities of the CFO. Specifically, CFOs need to accelerate three aspects of their role: develop dynamic and distinctive risk management capabilities, motivate and align increasingly diverse work providers, and design and operate effective financial processes for internal and external customers. The winning CFOs in the next decade will be the ones who get the basics right, who prioritise their efforts, and who invest in the leadership development that creates the institutional capacity to achieve and sustain leading industry performance. CFOs need to embrace the new challenges and opportunities created by the financial crisis. The New CFOs provides the fundamental road map to success in this new environment for finance officers, their teams, and the organizations who employ them.

**Machines and Mechanisms -**  
David H. Myszka 2012

This up-to-date introduction to kinematic analysis ensures relevance by using actual machines and mechanisms throughout. MACHINES & MECHANISMS, 4/e provides the techniques necessary to study the motion of machines while emphasizing the application of kinematic theories to real-world problems. State-of-the-art techniques and tools are utilized, and analytical techniques are presented without complex mathematics. Reflecting instructor and student feedback, this Fourth Edition's extensive improvements include: a new section introducing special-purpose mechanisms; expanded descriptions of kinematic properties; clearer identification of vector quantities through standard boldface notation; new timing charts; analytical synthesis methods; and more. All end-of-chapter problems have been reviewed, and many new problems have been added.

**Economics of Strategy -**  
David Dranove 2017-07-17

This text is an unbound, three hole punched version. Access to WileyPLUS sold separately. Economics of Strategy, Binder Ready Version focuses on the key economic concepts students must master in order to develop a sound business strategy. Ideal for undergraduate managerial economics and business strategy courses, Economics of Strategy offers a careful yet accessible translation of advanced economic concepts to practical problems facing business managers. Armed with general principles, today's students--tomorrow's future managers--will be prepared to adjust their firms business strategies to the demands of the ever-changing environment.

*Fundamentals of Supply Chain Management -*

**Managing Change -** Bernard Burnes 2009

"This text is unique in demonstrating clearly the linkages between corporate

strategy, organisational behaviour and the management of change. This is an ideal undergraduate text that will also be valuable for experienced managers on masters programmes." David Buchanan, Professor of Organisational Behaviour, Cranfield School of Management "This is the essential and definitive text on change management. It integrates the vast sweep of organisational theory and practice in a highly readable way. Every student and practitioner must have this." Michael Griffin, Director of Human Resources, King's College Hospital NHS Trust Globalisation. Mergers and Acquisitions. New technologies. New competitors. Rapid growth. Rapid decline. Economic boom. Financial crisis. In order to maximise their success, organisations today need to adapt to a turbulent environment. Yet one of the world's leading consultancies, Bain & Co, claims that the failure rate of change management projects is

around 70 per cent. Managing change is not easy. The purpose of this leading textbook is to help you understand and consider the theoretical approaches to change and to make sense of these in the light of practical examples. Managing Change is written for students on modules covering management, strategy and organisational change as part of undergraduate and postgraduate programmes.

### **Operations Management -**

David Barnes 2018-01-30

This fascinating new core textbook, authored by a highly respected academic with over a decade of industry experience, takes a global and strategic approach to the important topic of operations management (OM). Integrating contemporary and traditional theories the text covers everything a student needs to understand the reality of operations in the modern world and combines the latest cutting-edge thinking with innovative learning features.

Written in a concise and

engaging style and based on up-to-date research in the field, the book provides a range of international case studies and examples that help students to apply theoretical knowledge to real-world practice. This is a must-have textbook for students studying operations management modules on undergraduate, postgraduate and MBA programmes. In addition, this is an ideal textbook to accompany modules on operations strategy, production management and services management. Accompanying online resources for this title can be found at [bloomsburyonlineresources.com/operations-management](http://bloomsburyonlineresources.com/operations-management).

These resources are designed to support teaching and learning when using this textbook and are available at no extra cost.

**Management of Event Operations** - Julia Tum  
2006-08-11

The Management of Event Operations: project management, planning and customer satisfaction provides

an introduction to the management of operations for the event planner and venue provider. Taking an holistic view of an event enterprise, it links the traditional topics within operations management to present a coherent and hands-on approach specifically for the events manager. The approach is pragmatic and is dictated by practical consequences and considerations, which are so important to an event manager who balances many views and needs from diverse stakeholders.

Field and Wave Electromagnetics - Cheng  
1989-09

**Introduction to Law** - Jaap Hage  
2017-08-07

This book is exceptional in the sense that it provides an introduction to law in general rather than the law of one specific jurisdiction, and it presents a unique way of looking at legal education. It is crucial for lawyers to be aware of the different ways in which societal problems can be solved

and to be able to discuss the advantages and disadvantages of different legal solutions. In this respect, being a lawyer involves being able to reason like a lawyer, even more than having detailed knowledge of particular sets of rules. Introduction to Law reflects this view by focusing on the functions of rules and on ways of arguing the relative qualities of alternative legal solutions. Where 'positive' law is discussed, the emphasis is on the legal questions that must be addressed by a field of law and on the different solutions which have been adopted by, for instance, the common law and civil law tradition. The law of specific jurisdictions is discussed to illustrate possible answers to questions such as when the existence of a valid contract is assumed.

*Essentials of Operations Management* - Nigel Slack  
2011-09-21

Essentials of Operations Management is a brand new concise version of the market-leading text Operations Management. It has been

developed for students on short courses in operations management - for example, doing an initial course at undergraduate, postgraduate or post-experience level. In these books the author team have set the standards in Operations Management which other textbooks seek to emulate: Expert authorship, an engaging writing style, and an interesting collection of cases combine to communicate the importance of managing operations and processes within a successful organisation.

**Management** - Richard L. Daft  
2008-08-01

MANAGEMENT: THE NEW WORKPLACE, 6e International Edition provides an engaging survey of modern management practice that seamlessly integrates classic and contemporary principles. Rather than concentrating on large global enterprises, the text focuses on dynamic small to mid-sized "local" businesses and entrepreneurial issues, giving students valuable real-world insights and practical

skills they can readily apply when beginning or continuing their careers. To help students deepen their understanding and hone their skills, numerous skill-building and application exercises appear in every chapter. *MANAGEMENT: THE NEW WORKPLACE*, 6e International Edition also features a streamlined format and impressive ancillary package that make it affordable, flexible, well-suited to any course, and effective for students of diverse backgrounds and interests.

*Consumer Behavior* - Wayne D. Hoyer 2012-08-10

*CONSUMER BEHAVIOR* combines a foundation in key concepts from marketing, psychology, sociology, and anthropology with a highly practical focus on real-world applications for today's business environment. The new edition of this popular, pioneering text incorporates the latest cutting-edge research and current business practices, including extensive coverage of social media influences, increased consumer

power, emerging neuroscience findings, and emotion in consumer decision making. In addition, the Sixth Edition includes an increased emphasis on social responsibility and ethics in marketing. With even more real-world examples and application exercises, including new opening examples and closing cases in every chapter, *CONSUMER BEHAVIOR* provides a thorough, yet engaging and enjoyable guide to this essential subject, enabling students and professionals alike to master the skills they need to succeed.

Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

*The Operations Advantage* - Nigel Slack 2017-04-03

The study and practice of operations has shifted to reflect the new challenges and uncertainties of how to thrive in today's ever-changing world. *The Operations Advantage* identifies the most significant challenges to the practice of operations management and

gives guidance on how businesses can respond. Leaders need to link the strategic objectives of the business clearly and logically to its operations performance objectives. The book presents a series of ten activities that will help them to do this and therefore make operations work better, such as designing and configuring internal processes and resourcing the operations appropriately. Based on the global teaching, training and consultancy conducted by the author, *The Operations Advantage* looks at the application of operations management across a range of sectors, including finance, healthcare, professional services, oil and gas industries. Although these diverse sectors require operations practitioners to apply knowledge in different ways, they essentially deal with the same set of processes. The book is an indispensable and unique guide for anyone with an operational role in any organization, as well as operations management

students and academics.

*Operations and Process Management* - Nigel Slack  
2015-07-15

Written by best-selling authors in their field, the Fourth Edition of *Operations and Process Management* inspires a critical and applied mastery of the core principles and process which are fundamental to successfully managing business operations. Approaching the subject from a managerial perspective, this brand new text provides clear and concise coverage of the nature, principles, and practice of operations and process management.

*Production and Operations Management Systems* - Sushil Gupta  
2014-02-07

Since the beginning of mankind on Earth, if the "business" process was successful, then some form of benefit sustained it. The fundamentals are obvious: get the right inputs (materials, labor, money, and ideas); transform them into highly demanded, quality outputs; and make it available in time to the end consumer.

Illustrating how operations relate to the rest of the organization, Production and Operations Management Systems provides an understanding of the production and operations management (P/OM) functions as well as the processes of goods and service producers. The modular character of the text permits many different journeys through the materials. If you like to start with supply chain management (Chapter 9) and then move on to inventory management (Chapter 5) and then quality management (Chapter 8), you can do so in that order. However, if your focus is product line stability and quick response time to competition, you may prefer to begin with project management (Chapter 7) to reflect the continuous project mode required for fast redesign rapid response. Slides, lectures, Excel worksheets, and solutions to short and extended problem sets are available on the Downloads / Updates tabs. The project management

component of P/OM is no longer an auxiliary aspect of the field. The entire system has to be viewed and understood. The book helps students develop a sense of managerial competence in making decisions in the design, planning, operation, and control of manufacturing, production, and operations systems through examples and case studies. The text uses analytical techniques when necessary to develop critical thinking and to sharpen decision-making skills. It makes production and operations management (P/OM) interesting, even exciting, to those who are embarking on a career that involves business of any kind. Managing Change - Bernard Burnes 2017

The aim of this leading textbook is to provide a thorough understanding of the theories, approaches and practice of organisational change. It critically examines the approaches to change that are on offer, indicates their usefulness and drawbacks and

sets them within the broad context of organisational life through the use of real-life examples.

**Operations Management** -  
Michael Lewis 2003

Describes the key concepts of operations management, covering such topics as planning and control, the role of technology, and "just-in-time" techniques.