

PRME Gender Equality Working Group

Global Repository

“Operations Management”

Coordinator: Deanna M. Kennedy, PhD., Assistant Professor, Business Program, University of Washington Bothell, USA, Dkennedy@uwb.edu

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I. CASE STUDIES

- **“American Connector Co. (A)”**

- a. <http://hbr.org/product/american-connector-co-a/an/693035-PDF-ENG>

- b. “American Connector Co. (A)” by Gary P. Pisano, Sharon Rossi; HBS Premier Case Collection, 18 pages. Publication date: Oct 06, 1992

American Connector Co. is forced to reexamine operations at its Sunnyvale plant when a Japanese competitor announces plans to build an “ultimate” plant in the United States. Case examines issues related to benchmarking a competitor's manufacturing capabilities and productivity. Allows students to compare two companies' manufacturing strategies and their implications for productivity and flexibility.

- **“Charlotte Beers at Ogilvy & Mather Worldwide (A)”**

- a. <http://hbr.org/product/charlotte-beers-at-ogilvy-mather-worldwide-a/an/495031-PDF-ENG 4>

- b. Charlotte Beers at Ogilvy & Mather Worldwide (A)” by Herminia Ibarra, Nicole Sackley: HBS Premier Case Collection, 18 pages. Publication date: Jan 26, 1995.

Examines Beer's actions on assuming leadership of Ogilvy & Mather Worldwide, the world's sixth largest advertising agency, during a period of rapid industry change and organizational crisis. Focuses on how Beers, the first outsider CEO, engages and leads a senior team through a vision formulation process. Chronicles closely the debates among senior executives struggling to reconcile creative, strategic, and global vs. local priorities. Sixteen months later, with a vision statement agreed upon, Beers faces a series of implementation problems. Turnaround has begun, but organizational structures and systems are not yet aligned with the firm's new direction. Concludes as Beers must decide how to work best with her senior team to achieve alignment in 1994.

- **“COO and Country Manager Job Selection”**

- a. <http://hbr.org/product/coo-and-country-manager-job-selection/an/398079-PDF-ENG>

- b. “COO and Country Manager Job Selection” by Hugo E.R. Uyterhoeven; 9 pages. Publication date: Dec 01, 1997.

From seven candidates, including women and men, students must choose two who are most qualified for the COO position at an entrepreneurial Danish multinational organization, and two who are the best choices for country manager in Vietnam for the company.

- **“Crucible: Forced to Shut Down”**

- a. <http://hbr.org/2011/05/crucible-forced-to-shut-down/ar/1>

- b. “Crucible: Forced to Shut Down”, by Alison Beard Source: Harvard Business Review 4 pages. Publication date: May 01, 2011.

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In 1999, Mei Zhang quit her lucrative consulting job to launch WildChina, a small travel company in her native China. Nearly four years later, the SARS outbreak hit Asia, battering a travel industry still recovering from the 9/11 terrorist attacks. Faced with this crisis, Zhang opted for drastic measures: WildChina ceased operations, she and the COO suspended their incomes, and all other employees went on vacation at 25% pay. These were prudent moves, but Zhang was still unprepared for the challenges of restarting her company once business picked up again. Employees she had trusted were not committed to the company, and WildChina needed to rebuild its client base. But Zhang revived the company, which is now a leader in its field. Looking back, Zhang sees that her first big move turned her into an entrepreneur, but it was the SARS experience, and the lessons she learned from it, that taught her how to be a CEO.

- **“Dominion Travel and Corporate Services: Air Ticket Procurement Practices”**

- a. <https://store.darden.virginia.edu/business-case-study/dominion-travel-and-corporate-services-air-ticket-procurement-practices-4460>
- b. “Dominion Travel and Corporate Services: Air Ticket Procurement Practices”, Landel, Robert D.; Kelliher, Donna, 8/20/2010

This case is designed to be used in service operations and process improvement courses. Wasted costs associated with nonrefundable ticket exchanges is the next continuous improvement target at Dominion Resources. The director of the travel and corporate services unit asks her staff to recommend data requirements and analyses to consider for a follow-up project focused on the cost-effectiveness of the advance booking of air travel. Students' preparation and discussions will address the design of the measurement and analysis phases of DMAIC.

- **“Hewlett-Packard and a Common Supplier Code of Conduct”**

- a. <http://hbr.org/product/hewlett-packard-and-a-common-supplier-code-of-cond/an/NA0019-PDF-ENG>
- b. “Hewlett-Packard and a Common Supplier Code of Conduct” by Anne T. Lawrence; North American Case Research Association (NACRA), 7 pages. Publication date: Jan 15, 2007.

Should Hewlett-Packard cooperate with other firms in the electronics industry to develop a common code of conduct for suppliers? HP, a leading provider of personal computing, imaging, and printing products, had developed a comprehensive set of labor, environmental, and human rights standards for its suppliers. However, the company remained concerned about its reputational vulnerability and lack of supplier compliance. Ken Larson, HP's Manager of Corporate Social Responsibility, considered whether the company could best advance its interests through industry collaboration on a common code of conduct.

- **“IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A)”**

- a. <http://hbr.org/product/ikea-s-global-sourcing-challenge-indian-rugs-and-c/an/906414-PDF-ENG>

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- b. “IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A)” by Christopher A. Bartlett, Vincent Dessain, Anders Sjöman; HBS Premier Case Collection 13 pages. Publication date: May 03, 2006.

Traces the history of IKEA's response to a TV report that its Indian carpet suppliers were using child labor. Describes IKEA's growth, including the importance of a sourcing strategy based on its close relationships with suppliers in developing countries. Details the development of IKEA's strong culture and values that include a commitment “to create a better everyday life for many people.” Describes how, in response to regulatory and public pressure, IKEA developed a set of environmental policies that grew to encompass a relationship with Greenpeace and WWF on forest management and conservation. Then, in 1994, Marianne Barner, a newly appointed IKEA product manager, is surprised by a Swedish television documentary on the use of child labor by Indian carpet suppliers, including some that supply IKEA's rugs. She immediately implements a strict policy that provides for contract cancellation if any IKEA supplier uses child labor. Then Barner is confronted by a German TV producer who advises her that he is about to broadcast an investigative program documenting the use of child labor in one of the company's major suppliers. How should she react to the crisis? How should the company deal with the ongoing issue of child labor in the supply chain?

- **“Living Lean: Chloe Manages the Family” Business”**

- a. <https://store.darden.virginia.edu/business-case-study/living-lean-chloe-manages-the-family-business-5372>

- b. “Living Lean: Chloe Manages the Family Business” by Goldberg, Rebecca; Weiss, Elliott N. Case: UVA-OM-1465, Length: 8 pages, Published: 2/3/2012

This case is part of the “Living Lean” series, which presents accessible, everyday scenarios for a lean process improvement journey. In this episode on managing change, a businesswoman and a stay-at-home mom confer on strategies for instituting and evaluating improvements.

- **“Living Lean: Donna Johnson and the Bottlenecks”**

- a. <https://store.darden.virginia.edu/business-case-study/living-lean-donna-johnson-and-the-bottlenecks-5274>

- b. “Living Lean: Donna Johnson and the Bottlenecks” by Goldberg, Rebecca; Weiss, Elliott N. Case: UVA-OM-1449, Length: 5 pages, Published: 9/12/2011

This case is part of the “Living Lean” series, which presents accessible, everyday scenarios for a lean process improvement journey. In this episode on bottlenecks, an entrepreneurial stay-at-home mom contends with the limits of her own productivity and a shared laundry facility.

- **“Living Lean: Erika, In Through the Out Door”**

- a. <https://store.darden.virginia.edu/business-case-study/living-lean-erika-in-through-the-out-door-4628>

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- b. “Living Lean: Erika, In Through the Out Door: Case: UVA-OM-1426, Authors: Goldberg, Rebecca; Weiss, Elliott N. Length: 3 pages, Published:4/19/2011

This case is part of the “Living Lean” series, which presents accessible, everyday scenarios for a lean process improvement journey. In this episode on process analysis, a professional woman troubleshoots her morning routine.

- **“Living Lean: Missy's Car Maintenance”**

- a. <https://store.darden.virginia.edu/business-case-study/living-lean-missys-car-maintenance-4692>

- b. “Living Lean: Missy's Car Maintenance” Case: UVA-OM-1434, Authors: Goldberg, Rebecca; Weiss, Elliott N., Length: 6 pages, Published: 5/24/2011

This case is part of the “Living Lean” series, which presents accessible, everyday scenarios for a lean process improvement journey. In this episode on equipment maintenance, a young professional with car trouble discusses with a friend the impact ownership can have on maintenance decisions.

- **“Living Lean: Rebecca's Morning Routine”**

- a. <https://store.darden.virginia.edu/business-case-study/living-lean-rebeccas-morning-routine-4629>

- b. “Living Lean: Rebecca's Morning Routine” Case: UVA-OM-1427, Authors: Goldberg, Rebecca; Weiss, Elliott N. Length: 7 pages, Published: 5/2/2011

This case is part of the “Living Lean” series, which presents accessible, everyday scenarios for a lean process improvement journey. In this episode on process flow, a mother seeks to make the morning routine easier for her two sons and herself.

- **“Medisys Corp.: The IntensCare Product Development Team”**

- a. <http://hbr.org/product/medisys-corp-the-intenscare-product-development-te/an/4059-PDF-ENG>

- b. “Medisys Corp.: The IntensCare Product Development Team” by Anne Donnellon, Joshua D. Margolis,: Harvard Business Publishing Brief Cases, 10 pages. Publication date: Oct 30, 2009.

Key topics include designing teams, managing teams, managing conflict, group dynamics, project management, product development, interdepartmental relations, and organizational change. MediSys, a U.S.-based medical equipment maker, has been developing IntensCare, a new medical system for monitoring intensive-care patients. MediSys has invested heavily in IntensCare, which is eagerly awaited by the market. The product development team, representing several functional areas of the company, has been working on the product for six months but is now running into significant problems with the product design, the schedule, and their own group dynamics. Recently, pressure increased when they learned that two more powerful competitors had begun work on their own products for this market. Several team members are concerned about

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meeting the team's targets. Struggling especially hard to overcome the various problems is the marketing manager who has profit-and-loss responsibility for IntensCare.

- **“The Perfect Storm: A Low-Performing Biotech Plant”**

- a. <https://store.darden.virginia.edu/business-case-study/the-perfect-storm-a-low-performing-biotech-plant-5364>

- b. “The Perfect Storm: A Low-Performing Biotech Plant” Case: UVA-OM-1463, Authors: Landel, Robert D.; Goldberg, Rebecca, Length: 3 pages, Published: 1/20/2012

For the past 12 months, a major pharmaceutical company had rolled out a comprehensive set of cultural changes and breakthrough lean-process activities that were instigated by the need to cut nearly 25% of costs across its key global production facilities. The cultural changes and breakthrough lean-process activities called for aggressive action, and company leadership thought that the company’s cost reduction goal could only be achieved through operational transformation, in a three-prong approach incorporating leadership behavior and management infrastructure changes that complimented the lean initiatives rolled out in the 24 manufacturing operating systems of its more than 40 global sites. A senior leader charged with heading up this global effort schedules a meeting with her lead contact from the external advisory firm hired to help with the design and initial implementation of a cost reduction to discuss the roadblocks they both had encountered at their least successful site.

- **“Snow Brand Milk Products (A): Assessing the Possibility for Revitalization”**

- a. http://cb.hbsp.harvard.edu/cb/web/product_detail.seam?E=2585213&R=UV4266-PDF-ENG&conversationId=194969

- b. “Snow Brand Milk Products (A): Assessing the Possibility for Revitalization” by Jenny Mead, Regina Wolfe, Paul R. Lawrence, Akira Saito, Revision Date:

Sep 30, 2010, Publication Date: Feb 26, 2010

This three-case series, set internationally (Japan) explores corporate responsibility and brand rebuilding in the face of a serious crisis. Suitable for MBA, executive education, and undergraduate students, it depicts a consumer advocate's decision-making process as she considers whether to help the company restore its reputation. In spring 2002, leading consumer activist Nobuko Hiwasa was invited to join the Japanese company Snow Brand Milk Products' board of directors. The CEO wanted her to assist in SBM's revitalization efforts, which were being implemented in the wake of two recent scandals-contaminated milk and beef mislabeling-that had almost brought down the venerable company. Hiwasa had to decide whether to take on this Herculean task. Was the company sincere in wanting to reform and revitalize? Would she be accepted as an equal among the board members, and would her views and suggestions be given serious consideration? Was the request publicity-driven? How would fellow consumer advocates view her if she accepted the position? This case details the history of Snow Brand Milk Products and the missteps and scandals that plagued it in the 1990s and early part of the decade that followed, and includes Nobuko Hiwasa's decision making process as she considers whether to join the board of a company that has been badly tainted by scandal.

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II. COURSES/SYLLABI

III. TEXTBOOKS

IV. BEST PRACTICES

V. SEARCH ENGINES

VI. PROFESSIONAL ACADEMIC ASSOCIATIONS & SUBDIVISIONS

- ***Forum of Women in OR/MS (WORMS) of the Institute of Operations Research and the Management Sciences (INFORMS)***
 - a. worms.forum.informs.org
 - b. Established in 1995, the purpose of the Forum for Women in OR/MS is: To encourage interest in the field of operations research and the management sciences; To encourage discussion and interaction among individuals having interest in the issues facing women and their relationship to the profession of operations research and the management sciences; To advise the INFORMS Board on aspects of issues facing women in the profession of operations research and the management sciences and to keep the INFORMS Board apprised of developments in this area.
 - c. Example Materials Provided: Events Organized by WORMS at INFORMS Annual Meeting such as luncheons, sponsored sessions, awards.

- ***Society of Women Engineers (SWE)***
 - a. www.swe.org
 - b. For more than six decades, SWE has given women engineers a unique place and voice within the engineering industry. Our organization is centered around a passion for our members' success and continues to evolve with the challenges and opportunities reflected in today's exciting engineering and technology specialties.
 - c. Example Materials Provided: Membership, learning, scholarships, awards, magazine

VII. OTHER RESOURCES AT COLLEGES & UNIVERSITIES OR OTHER ORGANIZATIONS

- ***Institute of Supply Management***
 - a. <http://www.ism.ws/>
 - b. Founded in 1915, the Institute for Supply Management™ (ISM) is the largest supply management association in the world as well as one of the most respected. ISM's mission is to lead the supply management profession through its standards of excellence, research, promotional activities, and education. ISM's membership base includes more than 40,000 supply management professionals with a network of

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domestic and international affiliated associations. ISM is a not-for-profit association that provides opportunities for the promotion of the profession and the expansion of professional skills and knowledge.

- c. Example Materials Provided: Membership, education, seminars, journal, career opportunities. Most articles are for members only, but an example available is:

Strategies for Women in Supply Management: How to Overcome the Final Hurdles, Ransom, C. O. & Stevens, T.K., 89th Annual International Conference Proceedings - 2004 - Philadelphia, PA

<http://www.ism.ws/pubs/Proceedings/confproceedingsdetail.cfm?ItemNumber=512>

Abstract: Women bring unique strengths to the workplace and have made significant inroads into middle and upper management but appear to still lag behind to some degree in traditional male dominated industries. While the trend appears to be positive, women are interested in knowing how they can improve their chances for advancement and provide value to their employers. In an attempt to gain insight from “real” women in the industry of supply management, a survey was conducted and information tabulated. Some of the “glass ceilings” of the past appear to be alive and well but most women are confident that the future holds an open door for women to succeed in supply management.

VIII. DATA SOURCES

IX. RELATED RESEARCH

X. OTHER RESOURCES

- **Article: “First Woman NASA Mission Operations Manager – Angelita Castro-Kelly”, Published February 27, 2010 in Asian Journal Los Angeles p. A10.**

www.asianjournal.com

This gives some biographical information and also a little job description of a woman Mission Operations Manager (MOM) for a flight project.

- **Article: “Higher numbers of female doctors may alter operations management” Dec. 1, 2011 from the Institute of Operations Management (IOM)**

<http://www.iomnet.org.uk/News/Public-Sector/December-2011/Higher-numbers-of-female-doctors-may-alter-operations-management-801225461.aspx>

The article indicates that per the British Medical Journal that more than men specialists will be in the workforce come 2017.

- **Ted Talk: “Sheryl Sandberg: Why we have too few women leaders”.**

http://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders.html

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Facebook COO Sheryl Sandberg looks at why a smaller percentage of women than men reach the top of their professions -- and offers 3 powerful pieces of advice to women aiming for the C-suite. As the COO at the helm of Facebook, Sheryl Sandberg juggles the tasks of monetizing the world’s largest social networking site while keeping its users happy and engaged.

- **APICS News - The Supply Chain Gender Gap by APICS CEO Abe Eshkenazi, CSCP, CPA, CAE August 29, 2014**

<http://www.apics.org/news-landing-page/2014/08/29/the-supply-chain-gender-gap>

Last December, when General Motors named Mary Barra its new chief executive, we at APICS celebrated the decision not only as a victory for women in C-level roles, but also for supply chain, as Barra headed this area in her former position. We encouraged the trend of companies recognizing supply chain as a competitive advantage and incorporating supply chain knowledge into key leadership positions.

- **APICS Magazine - The Dysfunctional Organization: Lessons in Leadership by Ron Emery | 2014 | 9 | 10**

<http://www.apics.org/industry-content-research/publications/apics-magazine-home/in-this-issue-11-30-2014/apics-magazine---landing-page---everyone---recent/2014/10/30/the-dysfunctional-organization-lessons-in-leadership>

Having spent the last 30 years riding the corporate roller coaster of layoffs, downsizing, and restructurings, I recently thought I would try my hand at consulting. I soon discovered that many companies pay more attention to those outside the organization than those within. When I realized this, I couldn’t help but consider what a big responsibility I had taken on. How many lives could I affect with the power of my decisions and recommendations? In my last trimester of life, I found myself wondering how could I contribute in a very positive manner and give back as much as possible.

- **APICS Magazine - Industry-Leading Women by Ingrid Ostby | May/June 2013 | 23 | 3**

<http://www.apics.org/industry-content-research/publications/apics-magazine-home/apics-magazine---landing-page---everyone/2013/05/20/industry-leading-women>

Each year, the Supply Chain Management Research Group publishes a survey called “Career Patterns in Logistics.” According to the results in 2006, only 11 percent of the logistics industry was comprised of women. Similarly, a 2012 report by Deloitte and the Manufacturing Institute called “Untapped resource: How manufacturers can attract, retain, and advance talented women” surveyed 600 women across all levels of manufacturing. The document states that women “only comprise a quarter (24.8 percent) of the durable goods manufacturing workforce.”