

# CHAPTER 21

## INVENTORY MANAGEMENT: ECONOMIC ORDER QUANTITY, JIT, AND THE THEORY OF CONSTRAINTS

### QUESTIONS FOR WRITING AND DISCUSSION

1. Ordering costs are the costs of placing and receiving an order. Examples include clerical costs, documents, and unloading. Setup costs are the costs of preparing equipment and facilities so that they can be used for producing a product or component. Examples include wages of idled production workers, lost income, and the costs of test runs. Carrying costs are the costs of carrying inventory. Examples include insurance, taxes, handling costs, and the opportunity cost of capital tied up in inventory.
2. As ordering costs decrease, fewer and larger orders must be placed. This, in turn, increases the units in inventory and, thus, increases carrying costs.
3. Reasons for carrying inventory: (a) to balance setup and carrying costs; (b) to satisfy customer demand; (c) to avoid shutting down manufacturing facilities; (d) to take advantage of discounts; and (e) to hedge against future price increases.
4. Stock-out costs are the costs of insufficient inventory, e.g., lost sales and interrupted production.
5. Safety stock is simply the difference between maximum demand and average demand, multiplied by the lead time. By re-ordering whenever the inventory level hits the safety-stock point, a company is ensured of having sufficient inventory on hand to meet demand.
6. The economic order quantity is the amount of inventory that should be ordered at any point in order to minimize the sum of ordering and carrying costs.
7. JIT minimizes carrying costs by driving inventories to insignificant levels. Ordering costs are minimized by entering into long-term contracts with suppliers (or driving set-up times to zero).
8. Shutdowns in a JIT environment are avoided by practicing total preventive maintenance and total quality control and by developing close relationships with suppliers to ensure on-time delivery of materials. Internally, a Kanban system is used to ensure the timely flow of materials and components.
9. The Kanban system is used to ensure that parts or materials are available when needed (just in time). The flow of materials is controlled through the use of markers or cards that signal production of the necessary quantities at the necessary time.
10. JIT hedges against future price increases and obtains lower input prices (better usually than quantity discounts) by the use of long-term contractual relationships with suppliers. Suppliers are willing to give these breaks so that they can reduce the uncertainty in the demand for their products.
11. Constraints represent limited resources or demand. Internal constraints are limiting factors found within the firm. External constraints are limiting factors imposed on the firm from external sources.
12. First, graph all constraints. Second, identify the corner points of the feasible region. Third, compute the value of the objective function for each corner point. Fourth, the optimal solution is defined as the corner point that produces the largest value for the objective function. The simplex method is used to solve higher dimensional linear programming problems.
13. Throughput—the rate at which an organization generates money. Inventory—the money an organization spends in turning materials into throughput. Operating expenses—the money the organization spends in turning inventories into throughput.
14. Lower inventories mean that a company must pay attention to higher quality—it cannot afford to have production go down because of defective parts or products. It also means that improvements can reach the customer sooner. Lower inventories mean

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**Carsten Berkau**



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