

Session 1. Aligning Resources with Strategic Plans.

Objectives :

- Recognize the integration of the manufacturing process with the overall company strategy.
- Identify strategy components and selection.
- Explain how resources can be aligned with strategic market objectives.
- Determine the importance of customer requirements in product design and development.
- Describe the strategic importance of JIT and TQM.

1. The Need for a company strategy

- Professor G. F. Gause
"No two species can coexist that make their living in the identical way."
- For business, this means that some companies will become extinct, while others will adapt and survive.
- This survival is dependent on
 - The organization's ability to external industry factors and
 - Its skillfulness in managing the internal organization of the firm.
- Without the creation of a well-thought-out set of strategies, companies will never survive.

• Definition of Strategy

- Definition of Strategy : Peter W. Stonebraker and G. Keong Leong in *Operation Strategy*(1994)
" The current domain and pattern of resource commitments to transformation processes and planned improvements as a means to achieve the distinctive competence and goals of the firm."
- Important components of an organization's strategy.
 - Development of time horizons.
 - Identification and evaluation of key events.
 - Development of a plan to create, hasten, or compound a distinctive competence.
 - Creation of a competitive advantage.
 - Flexibility of decision patterns.
 - Transformation of inputs into value-added outputs.
 - Commitment of necessary resources.

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Table of Contents Apics Cpim Study Notes Smr

1. Understanding the eBook Apics Cpim Study Notes Smr
 - The Rise of Digital Reading Apics Cpim Study Notes Smr
 - Advantages of eBooks Over Traditional Books
2. Identifying Apics Cpim Study Notes Smr
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Apics Cpim Study Notes Smr
 - User-Friendly Interface
4. Exploring eBook Recommendations from Apics Cpim Study Notes Smr
 - Personalized Recommendations
 - Apics Cpim Study Notes Smr User Reviews and Ratings
 - Apics Cpim Study Notes Smr and Bestseller Lists
5. Accessing Apics Cpim Study Notes Smr Free and Paid eBooks
 - Apics Cpim Study Notes Smr Public Domain eBooks
 - Apics Cpim Study Notes Smr eBook Subscription Services
 - Apics Cpim Study Notes Smr Budget-Friendly Options
6. Navigating Apics Cpim Study Notes Smr eBook Formats

- ePub, PDF, MOBI, and More
 - Apics Cpim Study Notes Smr Compatibility with Devices
 - Apics Cpim Study Notes Smr Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Apics Cpim Study Notes Smr
 - Highlighting and Note-Taking Apics Cpim Study Notes Smr
 - Interactive Elements Apics Cpim Study Notes Smr
 8. Staying Engaged with Apics Cpim Study Notes Smr
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Apics Cpim Study Notes Smr
 9. Balancing eBooks and Physical Books Apics Cpim Study Notes Smr
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Apics Cpim Study Notes Smr
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Apics Cpim Study Notes Smr
 - Setting Reading Goals Apics Cpim Study Notes Smr
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Apics Cpim Study Notes Smr
 - Fact-Checking eBook Content of Apics Cpim Study Notes Smr
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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