

## <<流程改进的敏捷性研究>>

### 图书基本信息

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### 内容概要

John Sharp is a professor of Organisational Excellence, the founder and director of Centre of Organisational Excellence ( CORE ) at Salford Business School , the University of Salford in the UK , a chartered mechanical engineer ( C . Eng . M . I . Mech . E . ) and a qualified assessor for the EFQM ( European Foundation Quality Model ) which is being used by businesses and public sector organisations as a business excellence model for the future . In the past 10 years, Prof Sharp has received more than £ 2 million of research grants from EPSRC and European organisations , and published over 50 papers and books . He also has rich industrial experience , such as working as an engineer at Rolls—Royce Aero Engine for 8 years . Bing Deng is a research assistant in this project and is currently working as an editor of Hubei Provincial Science and Technology Press . She has helped organise research events and activities , collect and input data for the research analysis and discussion .

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### 作者简介

Xueyuan Liu is the director of the Research Centre of Business Excellence , an associate professor of International Business and Operations Management in the Economics and Management School of Wuhan University , and a visiting researcher at the Business School of Manchester Metropolitan University, UK . He is also a member of the Academy of Management ( AOM ) , the Academy of International Business ( AIB ) and the Production and Operations Management Society ( POMS ) . He holds an MBA in International Business and PhD in Operations Management from Salford Business School , the University of Salford in the UK . His PhD thesis , on which this book is much based , had won the 2nd prize in the prestigious IQA ( now known as CQI—Chartered Quality Institute since 2007 ) National Award 2006 ( UK ) . He has also attended many international Conferences Worldwide and delivered and published several papers on operations and cross—cultural management in the international context . Besides his academic achievement , he had more than 12 years ' experience in managerial and consulting practices in China , USA and the UK . He has travelled more than 20 countries in Asia , North and South America , Europe and Africa , and visited many companies such as Philips , IKEA , Nissan , Toyota , Jaguar , Bentley and Textron at their different locations . Quality , efficiency and innovation are what he thinks to be the most basic and important factors for any business to survive and prosper in the long run .

## <<流程改进的敏捷性研究>>

### 书籍目录

Acknowledgement  
Declaration  
Glossary of Terms and Abbreviations  
Chapter 1 An Introduction  
1.1 Chapter introduction  
1.2 Research Background  
1.2.1 Dynamic market and various 'panaceas'  
1.2.2 Contrasting Phenomenon in the Motor Industry  
1.2.3 Motor Industry and AM  
1.3 Research rationale and necessity  
1.4 Research aim and objectives  
1.5 Research questions, methodology and administration  
1.6 The proposed contributions and limitations  
1.7 The structure of the book  
1.8 Chapter summary  
Chapter 2 The Evolution of AM and BPI  
2.1 Chapter Introduction  
2.2 The Evolution of Management Strategy and Technique  
2.2.1 Agricultural Era  
2.2.2 Industrial Era  
2.2.3 Quality Era  
2.2.4 Knowledge Era  
2.2.5 A Summary  
2.3 Agile Manufacturing (AM)  
2.3.1 The Concept of AM  
2.3.2 The Implementation of AM in Practice  
2.3.3 The Four Major Principles of AM  
2.3.4 Eight Constructs of AM  
2.3.5 A Summary on AM  
2.4 BPI  
2.4.1 The Concepts  
2.4.2 BPI Approaches  
2.4.3 BPI Methodologies  
2.4.4 A Summary on BPI  
2.5 The Linkages Between AM and BPI  
2.6 A General Understanding of The Auto Industry  
2.6.1 The Development of The World Auto Industry  
2.6.2 The Manufacturing Practices in The Auto Industry  
2.6.3 The UK Luxury Car Manufacturing Industry: Facts and Features  
2.7 Chapter Summary  
Chapter 3 The Theoretical Agile BPI Framework  
3.1 Chapter Introduction  
3.2 The Theoretical Agile BPI Framework  
3.3 Chapter Summary  
Chapter 4 The Research Methodology  
4.1 Chapter Introduction  
4.2 The Research Philosophy, Strategy and Methods  
4.2.1 Research Philosophy  
4.2.2 Research Strategy  
4.2.3 Data Collection Methods  
4.2.4 Research Analytical Strategy and Techniques  
4.3 The Case Study Design and Administration  
4.3.1 The Design  
4.3.2 The Preparation  
4.3.3 The Data Collection  
4.3.4 The Data Maintaining and Manipulation  
4.4 Chapter Summary  
Chapter 5 The Case Study and the Results  
5.1 Chapter Introduction  
5.2 An Overview of the Case Study Company  
5.2.1 A Brief History  
5.2.2 The Vision, Mission and Key Goals  
5.2.3 The Main Products and Markets  
5.2.4 The Management Structure  
5.2.5 The BPI Project  
5.3 The Results and Analysis  
5.3.1 The Agile Constructs  
5.3.2 The BPI Performance and Its Enablers and Barriers  
5.3.3 Some Outstanding Issues  
5.4 A Summary of the Results  
Chapter 6 The Discussion  
6.1 Chapter Introduction  
6.2 Discussions of the Results  
6.2.1 The Agile Constructs  
6.2.2 The BPI Practice and Barriers  
6.2.3 Some other Outstanding Issues  
6.3 The Barriers of Agility of BPI  
6.4 Theoretical Implications and a Modified Agile BPI Framework  
6.4.1 Theoretical Implications  
6.4.2 A Modified Agile BPI Theoretical Framework  
6.5 Managerial Implications  
6.6 The Originality and Contributions  
6.7 A Critique on This Research  
6.8 Recommendations for Further Study  
6.9 Chapter Summary  
Chapter 7 Conclusion  
7.1 A Review of this Research  
7.2 Achievement of Aims and Objectives  
7.3 The Contributions, Limitations and Recommendations  
7.3.1 The Originality and Contributions  
7.3.2 The Limitations and Recommendations for Further Study  
7.4 An Overall Conclusion  
References  
Appendices  
Appendix A Covering Letter to the UK Car-manufacturers  
Appendix B Research Proposal  
Appendix C Confidentiality/Non Disclosure Agreement  
Appendix D Attended training courses for case study research  
Appendix E Case Study Protocol  
Appendix F A Consent Form  
Appendix G Interview Plan  
Appendix H Interview Questions  
Appendix I A sample of contact summary  
Appendix J Organisational structure & terms  
Appendix K Managerial recommendations

## <<流程改进的敏捷性研究>>

### 章节摘录

插图：Generally, CI is regarded as a culture of sustained improvement targeting the elimination of waste in all systems and processes of an organisation, and it involves everyone working together to make improvements without necessarily making huge capital investments ( Bhuiyan & Baghel, 2005 ). CI can occur through evolutionary improvement, in which case improvements are incremental, or through radical changes that take place as a result of an innovative idea or new technology and often, major improvements take place over time as a result of numerous incremental improvements ( Hamel, 2000; Bhuiyan & Baghel, 2005 ). Improvement achieved through the use of a number of tools and techniques dedicated to searching for sources of problems, waste, and variation and finding ways to minimise them, with the best known methodologies as: LM, Six Sigma, BSC, lean Six Sigma. CI is also known as Kaizen ( Imai, 1986 ), a Japanese term for CI, and is promoted in three types:

management-, group- and individual-oriented as discussed in section 2. Management-oriented kaizen is considered to be the most important one as it focuses on the company strategy and involves everyone in the company. Group-oriented kaizen is best represented by quality circles, which require employees to form a team or a circle with the goal of finding and solving problems faced during their day-to-day work without any interference from management. Individual-oriented kaizen is derived from the Concept of bottom-up design, in which the worker makes a recommendation to the problem faced. This has been very successful in the Japanese industry since it is the worker who is on the shop floor and typically knows the best solution to an existing problem. Certain industries even have incentive programs where, depending on the problem and the solution provided, the worker is rewarded, thus encouraging the workers to concentrate on problem areas and find the best solution ( Bhuiyan & Baghel, 2005 ). Internal communication is vital to the effective implementation of organisational change, as it is not only a crucial variable in relation to achieving organisational success, but also a precursor for organisational existence, because organisation would not exist without communication ( Harshman and Harshman, 1999; Kitchen & Dale 2002; Elving, 2005 ). Resistance to change may come from many sources: fear of status, fear of failure, and lack of perceived benefits, or people simply resist being treated as pawns, particularly when organisational reshuffle is involved, but poorly managed change communication is regarded as a key driver of negative feelings among the employees, and results in rumours and resistance to change, exaggerating the negative aspects of the change ( Proctor & Doukakis, 2003; Elving, 2005 ).

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