

BUSI527 – Operations Management

Individual Assignment:

**Capacity Management in Relationship to the
Jim Thompson Thai Silk Case Study**

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1. Executive Summary

This essay follows the outline and context in chapter 8 of the course textbook “operations and process management – principles and practice for strategic impact” by Nigel Slack et al. to demonstrate capacity management issues for the live case Jim Thompson Thai Silk Company. The main topics in relation to this case are the mismatch between demand and capacity and how an organisation can deal with these issues by first defining and measuring the current capacity and explaining how to set the operations base capacity. The variation in demand is a challenge for all organisations and the planning how to tackle this problem, e.g. with accurate forecasting or flexing the operations is a main task. Next to the JT case there will be examples used to illustrate the issues in several other operations like Fonterra and Cadbury’s.

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