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Management Concepts in *I Love Lucy* Chocolate Factory Clip

There are many different management concepts that can be seen in the *I Love Lucy* Chocolate Factory Clip. Some are more apparent than others, but with some creative thinking and after reviewing the notes from throughout the semester, I was able to come up with a substantial list of the concepts that relate to our lessons.

Cycle Time is perhaps the most obviously visible concept that we have discussed in class. The production line seems to have varying times, since the chocolates are coming through to Lucy and Ethel quicker than they can complete their job, resulting in a **bottleneck**. The bottleneck creates problems in the rate of **output**.

Less obvious but equally important is the problem of **effectiveness and efficiency**. An example of ineffective and inefficient communication can be seen in the yelling between departments by the boss. The **ineffectiveness** is shown in that the other department doesn't hear or pay attention to the command the first time, and **inefficiency** is shown when the boss has to physically go to the other room to relay her message. Surely there is a better way to communicate between the departments. **Use of technology** could help with efficiency as well, though I am unsure of the extent of technology available in factories of the 1960's

Additionally, the yelling could lead to a problem with **employee satisfaction**, if the leadership style is somewhat harsh. On the other hand, this could be a **motivational** technique. The boss tells Lucy and Ethel that if their job is not completed satisfactorily they will be fired. This is certainly one way of getting them to do their job! However, we see that it backfires at the end of the video when the boss believes that they are doing so well that the line should be sped up, though they are in actuality unable to keep up with the line as it is.

Economy of scales may be represented in the clip, though that cannot be determined for sure from the small view we get of the factory. It does seem that the factory is producing a large amount of a type of chocolate though, which may reduce cost because of **batch size**. As a chocolate factory, they likely produce many different kinds of candies. But they seem to be producing one type at a time, at least in this department. Again, this is only inferred, but could be likely and would make sense in the modern business world.

The **job design**, or the way the manager divides the task into specific jobs, is also exhibited in the clip as an assembly line with various departments with specialized tasks. The **organizational structure** from Jones Chapter 10 is related to this. This states that if the environment changes quickly the manager faces more problems, and the structure should be more flexible if there is a lot of change. As an assembly line, there is probably not much change, so there is more **centralized authority** than individual or decentralized authority.

The **logistics** in the factory, or the movement of materials and information in the facility is also apparent from the clip, at least in part. The chocolates, which we do not see before or after they encounter Lucy and Ethel, are moved on a conveyer belt which may go throughout the factory which makes the transition smooth, though the possibility of bottlenecks occurring grows.

Inventory management concepts are also present at the factory. The factory has raw goods, works in progress, and likely finished products. It may be assumed that the factory creates the goods, candies, from scratch. Therefore they probably have the raw materials such as sugar and cocoa. The raw materials are prepared, to create works in progress. Finally, the chocolates are packaged.

The **Pull strategy** of an assembly line is also shown. As the conveyor belt moves, each department must complete its task to keep the production chain moving.

The **process type** may be one or two different types combined. **Batch** processes with moderate volume may be present when switching between types of chocolates produced, but **repetitive or assembly line** process types are also present with the high volume of standardized goods, or chocolates.

The **layout design** may be described as a **product layout**. The layout uses standardized processing operations to achieve smooth, rapid, high-volume flow as seen in the conveyor belt/assembly line factory. This results in a **high rate of output** (provided Lucy and Ethel aren't working), a degree of **labor specialization** (if they became good at the job, they would be really really good at wrapping chocolates), and **established routing and scheduling**. However, this creates **dull repetitive jobs** (wrapping chocolates all day every day would get boring after a while, especially at high speed), and as we saw in the clip, poorly skilled workers, like Lucy and Ethel, **may not maintain equipment or quality of output**. Also, as exhibited in the clip, product layouts are **susceptible to shutdowns** due to bottlenecks or equipment malfunction. This could also affect **quality assurance** if unskilled workers or bored workers are not satisfied with their jobs.