

**Chapter 1 : United Parcel Service : Business Strategy**

*Avoid Unhealthy Coping Strategies There are several ways of coping with a break-up that are considered quite unhelpful and will likely only compound your problems. These include such choices as drinking excessively, doing drugs, overeating, self-harm, gambling excessively, or becoming a workaholic.*

Definition[ edit ] Relationship dissolution "refers to the process of the breaking up of relationships friendship, romantic, or marital relationships by the voluntary activity of at least one partner. The differences are how they are experienced, how they must be studied and how they might survive. Nonmarital breakups help us understand the nature of the issues involved and the patterns of grief experienced, they are meaningful to both persons, creating crisis in intimacy , personal and social development and future commitment expectations. Surviving a nonmarital breakup provides the opportunity to self-discovery, generosity , dignity and nobility of grief, and the promise of recovery Weber, In marital breakups, more negotiation and delayed dissolution may occur because of the presence of children Johnson, called a barrier force. Some breakups may serve a distinct, positive change for one of the partners if there is abuse or other negative factors in the relationship. Breakup factors[ edit ] No relationship is established with the thought that it will end with heartache and grief, at least experienced by one of the couple. This is countered with our social need to belong which usually trumps the risks. Hill, Rubin, and Peplau conducted a study in where heterosexual couples agreed to complete a questionnaire about their relationship for two years. Only couples survived the two years together, but it was the information gathered from the couples that provided substantial information on breakup factors. Predictors[ edit ] Dissimilarity among the couples in age, education , and physical attraction Those who said they "loved" each other stayed together compared to those who simply "liked" each other Process[ edit ] Hill et al. Women were more likely to be the initiators of change. Impact[ edit ] Men were hit harder by the breakup than the women in the Hill et al. Pre-existing doom[ edit ] Couples who are badly matched from the start, no matter what the initiation action involved, it could not overcome personal differences Mechanical failure[ edit ] When things break, where communication may be poor or interactions go badly. Without communication a relationship will never survive. Process loss[ edit ] Relationships that die because they do not reach their potential, albeit a slow death, because of poor productivity or communication on one or both of the members of the dyad Sudden death[ edit ] New information on a partner can produce sudden death of the new relationship with a trust violation. Davis described three conditions that produce "sudden death" in a relationship: Breakup strategies[ edit ] There are at least fifteen strategies used to terminate relationships and are set apart by whether they are unilateral or bilateral and indirect or direct Baxter, , Intrapsychic stage[ edit ] Intrapsychic stage begins with one partner who is dissatisfied and secretly searches for a way to "fix" the relationship. Vaughan states that uncoupling begins with a secret , and Duck asserts that the secret of unhappiness is kept that way through the intrapsychic stage. Dyadic stage[ edit ] Dyadic stage where the dissatisfied partner decides to fix the problem by confronting the other partner, thus entering into uncharted territory. This may not fix what is wrong and just continue to draw out the relationship until the unhappy partner becomes determined to depart, which will move the relationship into the next phase. Social stage[ edit ] Social stage is when the partners devise their accounts of how the breakup happened and how they will present it to their social circles. If it is in fact the end, they will cross over into the final phase of relationship dissolution. Grave-dressing stage[ edit ] Grave-dressing stage is simply the "attempt to bury and describe the relationship" stage. Partners now create an acceptable story about their love and loss, do whatever cognitive work, including introspection , attribution , rationalization , and reassessment of self and other, which is necessary in order to get over the deceased relationship. Proposing instead five phases of breakdown, Rollie and Duck added a Resurrection Phase which was placed after "Grave Dressing" and represented the period of reconfiguration of self and preparation for new relationships. In the modified proposal, the authors articulated changes to communication patterns and topics that would typify each phase, but clarified that the result of the communication could at any time be not simply progression to the next phase of break up but reversion to an earlier state of the relationship. Experience[ edit ] Harvey explains that when you experience a loss or a

depletion of resources, you may need some time to sort out what you had in the first place, what was given up in the breakup, and what remains for you to rely on, cherish or use. Grief is not a passive experience but a series of active choices for the grieving person to confront and resolve in either the direction of healing or prolonged suffering Neeld, Four central tasks of grief[ edit ] Weber outlines the following central tasks for dealing with grief. Whether you express it to a sympathetic friend or write down your feelings and thoughts in a journal Pennebaker, which can bring long-term benefits, such as greater well-being and emotional recovery. Figuring out what happened by doing the cognitive work to review the relationship but also accept the reasons for the failure. Survivors of a broken relationship should write their own story on what happened Kingma, which will provide some emotional release and a way to cope with the situation. All this is done to provide some closure to the experience. Use various strategies to lessen the pain of the breakup. Prepare to feel better. If there was a sense that something was wrong for a period of time, it can create a sense of relief when the other shoe finally drops. Look for what was actually funny about the relationship which in turn can accelerate the process of healing.

## Chapter 2 : Chapter 11, Head 3

*While there's no magic formula to do away with the pain of a split, having healthy coping mechanisms in place is essential to getting over your ex and moving on with strength and grace.*

How can you protect members and enforce the contract when management is trying to derail the grievance procedure? The grievance procedure is supposed to protect members from unfair discipline and hold the company accountable to the contract. Management plays a variety of games to derail the grievance procedure and undermine our rights. We interviewed experienced Teamster stewards about common company tactics and how stewards and members can beat management at the grievance game. The Fishing Expedition Management has the right to ask questions in an investigatory interview. Members who are called into the office should have their steward with them and be prepped to keep their answers short and simple. The worst thing you can do is to make up a story and give management an excuse to try to discipline you for dishonesty. The Blowout Another common management tactic is to try to get you to lose your cool. Keep your cool and think twice before reacting to a statement or question. A member or steward can stop a meeting at any time and leave the room to calm things down and keep on track. But a common trick is for management to try to shift burden of proof onto the employee. In a grievance hearing, the shop steward or union representative should always insist that management present its case first. Horse-Trading Management will frequently ask a steward or union rep to drop one grievance to get a settlement on another. This is a recipe for permanent surrender. Once you go down this road, management will never settle a grievance without trading it for something. Grievance settlements can involve compromise. But all grievances should be pursued on their individual merits. Side Issues Supervisors love to change the subject to get out of resolving an issue. Redirect the conversation back to the issue at hand as often as it takes: The Stall This is the most common management game and the toughest to deal with. The right way to deal with company stalling depends on the situation. Sometimes group pressure is in order. If the problem affects a large number of members, file a group grievance. Hitting management with a reasonable, but detailed, information request is one way to make management pay the price for not responding to a grievance. Publicity can have its place. Some stewards pass out grievance updates to keep members informed about the status of grievances and to keep certain grievances in the public eye. Post a union countdown with the number of days that management has been ignoring the grievance. Hold a Grievance Update meeting in the break room. Your right to wear stickers or take other group actions depends on your employer and your contract. Contact your union rep or call TDU before taking group action. Take action early and target the people who have the ability to settle the issue. By using smart strategies, we can beat management at their grievance games.

**Chapter 3 : Dealing With A Breakup: 7 Healthy Ways To Cope With Post-Split Stress | HuffPost**

*Problem-solving strategies: Make an actual appointment with each other, Shimberg says. If you live together, put the cell phones on vibrate, put the kids to bed, and let voicemail pick up your calls.*

If you cared and connected, you feel a deep and painful void where there was once laughter and affection. You just want to curl up and retreat from the world. Grieving over your lost love for a short time is understandable, but if you linger too long in the purgatory of how-it-used-to-be, your friends will eventually get tired of hearing you talk about your ex and advise you to "Get over it. You know that you really ought to start getting on with life and move on. Every day starts with that intention. But every night ends with you wanting to call them, check out their Facebook page or look through old photos, just to feel closer to them. Much harder to do. This can lead to psychological reactions that cause obsessive preoccupation with your partner, feelings of frenzied desperation, guilt over what you could have done differently and even physical pain. Letting go for good seems unimaginable. The following are highly effective strategies from the healing section my book using each of those four core areas to get you on the road to recovery from that breakup -- fast. Avoid overusing drugs, alcohol, cigarettes and coffee and resist the urge to stuff down your feelings using chocolate and food. In times of stress, having a drink or eating a quart of ice cream may be tempting, but doing so will only cause you to spiral down into a depression, lose sleep and gain weight. Instead, take five minutes to sit quietly, meditate, practice yoga or deep breathing. Eat healthfully and regularly. Treat yourself as if you were your own child -- eat wholesome meals that are balanced and freshly made. Get plenty of sleep. If you are having trouble going to sleep because of punishing, pain-producing thoughts, try this: Keep a journal by your bed, write down your anxieties and imagine them flowing out of you and onto the paper. Say, "I fully release you and let you go. I give myself permission to peacefully sleep. Exercise your blues away. The absence of pleasure-producing endorphins after a break up can make you feel sluggish and miserable. Exercise increases your endorphins. Join a health club, take the stairs instead of the elevator, walk to work, do some yoga or take a salsa lesson. Make a promise to do something active for 30 minutes a day for 30 days, no excuses. Let the tears flow and express your anger. Ignored emotions will only make you calloused and afraid. One way of unloading your feelings is to write out what might be too difficult to say out loud to others right now. Or better yet, start a dialogue with your broken heart, asking this part of you questions and giving it the solace and attention it needs right now. Surround yourself with smiles and happy vibes. Make time for some feel good activities -- anything from having a cup of tea with a friend to taking the kids to the zoo to playing a round of golf. Be sure to surround yourself with people that will uplift you, not unhappy ones that will just drag you down. Studies have shown that laughter or just smiling has a way of lifting your mood instantly. All those obsessive thoughts and instant replays of would of, could of, should of head trips must stop NOW. The best way to do it is to say, "STOP! Immediately, redirect your thoughts away to something good that is happening in your life. Take a second vacation. Thinking relaxing thoughts and verbalizing calming statements starts the healing process and helps you lessen anxiety. Take a deep breath and say out loud, "I am calm. I am safe and I can handle this. Gratitude can transform pain into love and bring peace to your emotional chaos. Better yet, write it down. This strategy works miracles for bringing you out of any gloomy mood. Studies show that the happiest people are ones who give the most to others. Focusing on the needs of others literally helps shift your thinking and your mood from victimhood to empowerment. As much as you might want to, avoid isolating yourself from others. Ask for help and talk to a friend who you know is a good listener. Be kind and gentle with yourself.

**Chapter 4 : Tips on Hooking up a Generator (genset) to a UPS**

*Get to the crux of the matter, so you can find a permanent solution that won't be as susceptible to future flare-ups. If you don't feel comfortable doing this yourself, or you don't think you can be impartial, consider working with an experienced HR professional to handle the situation.*

Weight loss or weight gain Aches and pains Insomnia Seek support for grief and loss The pain of grief can often cause you to want to withdraw from others and retreat into your shell. But having the face-to-face support of other people is vital to healing from loss. Comfort can also come from just being around others who care about you. The key is not to isolate yourself. Turn to friends and family members. Now is the time to lean on the people who care about you, even if you take pride in being strong and self-sufficient. They may feel unsure about how to comfort you and end up saying or doing the wrong things. Draw comfort from your faith. If you follow a religious tradition, embrace the comfort its mourning rituals can provide. Spiritual activities that are meaningful to you—such as praying, meditating, or going to church—can offer solace. Join a support group. Grief can feel very lonely, even when you have loved ones around. Sharing your sorrow with others who have experienced similar losses can help. To find a bereavement support group in your area, contact local hospitals, hospices, funeral homes, and counseling centers, or see the Resources section below.

**How to Choose Talk to a therapist or grief counselor.** If your grief feels like too much to bear, find a mental health professional with experience in grief counseling. An experienced therapist can help you work through intense emotions and overcome obstacles to your grieving. As well as allowing you to impart practical information, such as funeral plans, these pages allow friends and loved ones to post their own tributes or condolences. Reading such messages can often provide comfort for those grieving the loss. Of course, posting sensitive content on social media has its risks. Memorial pages are often open to anyone with a Facebook account. This may encourage people who hardly knew the deceased to post well-meaning but inappropriate comments or advice. Worse, memorial pages can also attract Internet trolls. There have been many well-publicized cases of strangers posting cruel or abusive messages on memorial pages. To gain some protection, you can opt to create a closed group on Facebook rather than a public page, which means people have to be approved by a group member before they can access the memorial. The stress of a major loss can quickly deplete your energy and emotional reserves. Looking after your physical and emotional needs will help you get through this difficult time. In order to heal, you have to acknowledge the pain. Trying to avoid feelings of sadness and loss only prolongs the grieving process. Unresolved grief can also lead to complications such as depression, anxiety, substance abuse, and health problems. Express your feelings in a tangible or creative way. Write about your loss in a journal. Try to maintain your hobbies and interests.

**How to Start Exercising and Stick to It: Making Exercise Enjoyable** Look after your physical health. The mind and body are connected. Combat stress and fatigue by getting enough sleep, eating right, and exercising. For help facing up to and managing distressing emotions like grief These and other difficult emotions become less intense as you begin to accept the loss and start to move forward with your life. If the pain of the loss is so constant and severe that it keeps you from resuming your life, you may be suffering from a condition known as complicated grief. Complicated grief is like being stuck in an intense state of mourning. You may have trouble accepting the death long after it has occurred or be so preoccupied with the person who died that it disrupts your daily routine and undermines your other relationships. Symptoms of complicated grief include: But with the right guidance, you can make healing changes and move on with your life. Remember, grief can be a roller coaster. It involves a wide variety of emotions and a mix of good and bad days. With depression, on the other hand, the feelings of emptiness and despair are constant. Depression Symptoms and Warning Signs: Recognizing Depression and Getting Help Other symptoms that suggest depression, not just grief, include: As a general rule, normal grief does not warrant the use of antidepressants. While medication may relieve some of the symptoms of grief, it cannot treat the cause, which is the loss itself. Furthermore, by numbing the pain that must be worked through eventually, antidepressants delay the mourning process. Instead, there are other steps you can take to deal with depression and regain your sense of joy in life. Left untreated, complicated grief and

depression can lead to significant emotional damage, life-threatening health problems, and even suicide. But treatment can help you get better. Contact a grief counselor or professional therapist if you: In the UK, call 90 90 In Australia, call 13 11 Or visit IASP to find a helpline in your country. Recommended reading Grief and Loss:

Chapter 5 : Interpersonal communication relationship dissolution - Wikipedia

*Competitive strategy can be defined as the way an industry separates itself from their competition within a given market. This is their competitive advantage and is the business model in which the company will run and operate.*

Ending a relationship has very real effects on the mind and body: There is a sense of abandonment, there is a sense of terror about the future, there is disappointment. There is a process of going from we back to me. Write Or Talk It Out. Although suppressing unpleasant feelings is a natural impulse, avoiding your emotions will ultimately prevent you from moving past them. Particularly in the early stages of a breakup, try let yourself feel what you feel, without judgment. Take Care Of Your Body. Going on a "breakup diet" may sound like a good idea -- we often think of looking our best as a way to get revenge on an ex -- but it can easily become a way to punish yourself, reinforcing feelings of rejection. Not to mention encouraging you to develop an unhealthy relationship with food. Instead of restricting calories, eat nourishing whole foods that are high in fiber, protein and nutrients to boost your mood and energy. A balanced diet with plenty of fresh fruits, greens and stress-busting superfoods can help counteract the physiological stress of the breakup, says Meyers. Another important thing, Meyers notes, is to avoid mindless eating and try not to turn food as a coping mechanism. Going for a run or hitting the elliptical can lower your stress levels, improve cognitive functioning and boost your mood -- in addition to providing a healthy distraction from your worries. Even if exercising is the last thing you want to do, the act of simply getting out of your head and focusing your awareness on your body can be helpful. Like over-eating or excessively dieting, exercise can become a compulsive behavior. Practicing gratitude can help to even out your moods and get you get back into a more positive headspace. Meyers suggests keeping a gratitude journal to help turn your attention to the positive. Self-care is essential to the healing process, and doing things that make you smile can help you heal, says Meyers. Try going to the movies to check out a new comedy or inviting your friends over to marathon-watch "Arrested Development": Laughing has been shown to boost mood and improve overall health, and the support of your friends will help ease feelings of loneliness and isolation. To push yourself past the "constant agonizing" stage, Meyers recommends putting yourself on an "obsession diet" not to be confused with the aforementioned, and inadvisable, breakup diet. For five minutes per hour, she explains, you can obsess, write and indulge in self-pity all you want. Give Back Performing acts of kindness towards others has been shown to improve well-being and help relieve depression. Giving back can be a powerful way to "rechannel the love," as Meyers puts it, that was previously funneled into the relationship. What are your best post-breakup tips? Let us know in the comments or tweet HuffPostWomen.

## Chapter 6 : Family break ups - tips for children - Better Health Channel

*At this time, it is a good idea to get away from your partner. If you live together, move out or go stay with some friends. Too many lesbian couples continue to live together after they break up. If you can't afford to move out, go stay with a friend for a while. You need to separate to get a clear head.*

This is their competitive advantage and is the business model in which the company will run and operate. The table is broken down into four parts. First the company must decide if they are targeting the whole industry Industry-wide, or one segment of a specific market Focus. The final part is the "advantage" part, the company must decide if their product or service will be cost lower than their competition or focus on providing a better product or service than the competition offers. Rather than focusing on price, UPS focuses on having the best service across the industry. We offer a relatively inexpensive service that can help customers ship packages practically anywhere. We promise great customer service and timely deliveries. Therefore, the market segment for UPS is industry-wide because of the wide variety of customers and various locations. With our growing business going global we now make it easier for our customers to reach out and do business with foreign markets. Here at UPS we offer great value and help connect people and products through advance logistics. The five forces help a company realize their strengths and weakness. Also if the customer does business globally they have even less power because we are so well established around the world, there are not many places we can not deliver to. Threat of Substitute Products- Low Threat of Substitute Products refers to a replacement product or service the consumer can use instead of the businesses product or service. If you need a product shipped to a different location, there is no other substitute. A company could have an employee drive the package or product to the intended destination, but that is very costly and a very inefficient way to deliver an item. UPS provides a service that many companies and individuals use daily and rely on a day to day bases. Bargaining Power of Suppliers- Medium Bargaining Power of Suppliers is the influence that suppliers have over a company or business. UPS does not own all of its trailers and package delivery vehicles, so companies like Swift Transportation and Budget have bargaining power when UPS is looking to rent vehicles. In some cases when we need to ship a package in one day we deliver via airplane. UPS has signed a contract with Boeing so they can not raise the price of an airplane on us because that will be a violation of the contract. The new company may charge us a higher rate than Boeing currently does. Another big supplier we have limited control over is the gasoline companies. A large amount of capital is required to start a delivery company such as UPS. Because of the economies of scale UPS can afford to charge a lower rate on packages because we handle so many per day, a much smaller delivery company who handles a small volume of packages would not be able to compete. However, UPS still remains as the "flagship" or leader of the industry.

**Chapter 7 : Attachment, breakup strategies, and associated outcomes: The effects | Omri Gillath - calendri**

*UPS also claims that luck and timing helped a great deal. With the surge in e-tailing as well as B2B e-commerce, UPS was in a unique position to meet the increased demand. They were the bridge between the physical and electronic world, with a well-tested and highly reliable infrastructure to serve both of those worlds.*

In , UPS began to investigate the potential of e-commerce and started an internal group focused on enabling e-commerce. UPS redefined its core business and found ways to change its structure and processes, forming new businesses to take advantage of new opportunities. Products and Services UPS is in the transportation industry. They move goods, information, and funds between individuals and companies. Their operations provide delivery by land and by air, and they offer services at customer shipping centers, as well as online through UPS. They operate in more than countries worldwide, do business in 15 different languages and dialects, and deliver an average of Catalyst for Change UPS was interested in finding ways to leverage their extensive infrastructure and expertise in basic transportation of goods, services, and information. They wanted to enter new markets and continue to grow. They also wanted to undergo a more fundamental changeâ€”to transform their company into an enabler of global commerce. They wanted a larger challenge for the company. In , they changed their vision statement to "the enablers of global e-commerce. Purpose why they are in business: To enable global commerce. Mission what they seek to achieve: Fulfill their promise to constituents by: Serving their evolving needs Sustaining a strong and employee-owned company Continuing to be a responsible employer Acting as a caring corporate citizen Strategy their plan of action: Sustain the core and create their future by: They also examined the assets in their multifaceted infrastructure, from data communications, to their fleets of trucks and aircraft, to their call centers. They did this analysis and examination with the idea of finding ways to leverage the growing technology and connectivity of the Internet in order to build entirely new subsidiaries of UPS. In the process, they found several gold mines. Once they had identified opportunities within their own company and finished their internal analysis, they reexamined the external world to learn more about e-commerce, markets, and their customers. After taking a look at what people were doing with e-commerce in the external business world, UPS decided that their own definition of e-commerce was not about technology, but was about the integration of "bits and bytes with bricks and mortar. UPS wanted to find ways to provide more access points to that new breed of customer. UPS also claims that luck and timing helped a great deal. With the surge in e-tailing as well as B2B e-commerce, UPS was in a unique position to meet the increased demand. They were the bridge between the physical and electronic world, with a well-tested and highly reliable infrastructure to serve both of those worlds. UPS was able to foresee the importance of electronic information to the transportation industry. As early as , they began improving their data networking applications to enhance communications with their customers and increase efficiency. For instance, they built up their IT network and database in order to collect and track over data elements for every single package that they ship. However, their system continues to handle that level of information exchange. Consequently, they were well poised to help the multitude of new B2C online companies who came to rely on UPS for shipping. UPS was able to offer these new companies tracking services as well. It was as easy as setting up a link to the UPS Web site. Now, through their eLogistics service, small B2C companies as well as large companies can have their own virtual logistics department hosted at UPS. When UPS redefined its core business, the description included the transportation of goods, but also funds. They wanted a way to leverage their expertise and infrastructure to transfer funds among entities. Business communication services became another new UPS offering. UPS has significant call center expertise and infrastructure to handle the call volume generated by more than 13 million package deliveries daily. Now that more of their tracking requests come in through their Web site rather than by phone about 2. Several of the new and existing UPS services can now be combined. UPS is already doing this, and an example of one of their customers is Nike. Through creative deployment of its core competencies, UPS has taken on greater pieces of the value web in B2B e-commerce. UPS has been able to make tremendous strides because of their open and consensus-based company culture. Executives are willing to listen to ideas from any employee.

There are informal and formal ways to bring ideas forward, and employees are encouraged to do this. UPS also seeks good ideas from their customers and partners. When the e-commerce team started inside the company in , team members from different functional areas were able to get the resources they needed to move forward because the highest levels of management were committed to the cause. There is also a more formalized process for employees to bring forward ideas. Teams such as the e-commerce team, for example, are made up of people from different functional organizations such as IT, sales, marketing, and finance. Once an idea is ready to go forward, the team members begin the process of identifying the stakeholders affected by the new idea and work to get their buy-in first. The idea makes its way onto the agenda of a marketing or management committee, most often made up of these stakeholders. When the committee evaluates an idea and makes its decision to move forward, there is a much greater likelihood that the idea will be approved. This scenario truly represents a self-empowered entity. People tend to support what they helped to create, and every employee is really a stakeholder and in the case of UPS, they are shareholders as well. This open consensus-based process helps UPS make significant changes in a very short period of time. In their transformation, UPS also restructured their organization from a functional-based structure to one that is centered on process. They now have organizations that focus on the customer information-management process, the product management process, the customer relationship-management process, the business information and analysis process, and the package management process. These changes did not happen overnight, because the organization was very large. However, the reorganization is already starting to pay off. Development time for new projects has decreased significantly. The focus on process seems to help, at least so far.

**Chapter 8 : How UPS and USPS teamed up to create a new industry standard | GreenBiz**

*Dealing with a Breakup or Divorce Grieving and Moving on After a Relationship Ends A breakup or divorce can be one of the most stressful and emotional experiences in life.*

Demand forecasts are converted to resource requirements, the resources necessary to meet demand are acquired and maintained over the time horizon of the plan, and minor variations in demand are handled with overtime or undertime. Aggregate production planning becomes a challenge when demand fluctuates over the planning horizon. For example, seasonal demand patterns can be met by: Producing at a constant rate and using inventory to absorb fluctuations in demand level production Hiring and firing workers to match demand chase demand Maintaining resources for high-demand levels Increasing or decreasing working hours overtime and undertime Subcontracting work to other firms Using part-time workers Providing the service or product at a later time period backordering When one of these is selected, a company is said to have a pure strategy for meeting demand. When two or more are selected, a company has a mixed strategy. The level production strategy, shown in Figure During periods of low demand, overproduction is stored as inventory, to be depleted in periods of high demand. The cost of this strategy is the cost of holding inventory, including the cost of obsolete or perishable items that may have to be discarded. The chase demand strategy, shown in Figure During periods of low demand, production is cut back and workers are laid off. During periods of high demand, production is increased and additional workers are hired. The cost of this strategy is the cost of hiring and firing workers. This approach would not work for industries in which worker skills are scarce or competition for labor is intense, but it can be quite cost-effective during periods of high unemployment or for industries with low-skilled workers. Maintaining resources for high-demand levels ensures high levels of customer service but can be very costly in terms of the investment in extra workers and machines that remain idle during low-demand periods. Professional services trying to generate more demand may keep staff levels high, defense contractors may be paid to keep extra capacity "available," child-care facilities may elect to maintain staff levels for continuity when attendance is low, and full-service hospitals may invest in specialized equipment that is rarely used but is critical for the care of a small number of patients. Overtime and undertime are common strategies when demand fluctuations are not extreme. A competent staff is maintained, hiring and firing costs are avoided, and demand is met temporarily without investing in permanent resources. Disadvantages include the premium paid for overtime work, a tired and potentially less efficient work force, and the possibility that overtime alone may be insufficient to meet peak demand periods. Subcontracting or outsourcing is a feasible alternative if a supplier can reliably meet quality and time requirements. This is a common solution for component parts when demand exceeds expectations for the final product. The subcontracting decision requires maintaining strong ties with possible subcontractors and first-hand knowledge of their work. Disadvantages of subcontracting include reduced profits, loss of control over production, long lead times, and the potential that the subcontractor may become a future competitor. Using part-time workers is feasible for unskilled jobs or in areas with large temporary labor pools such as students, homemakers, or retirees. Part-time workers are less costly than full-time workers--no health-care or retirement benefits--and are more flexible--their hours usually vary considerably. Part-time workers have been the mainstay of retail, fast-food, and other services for some time and are becoming more accepted in manufacturing and government jobs. Japanese manufacturers traditionally use a large percentage of part-time or temporary workers. The temp agency Manpower, Inc. Problems with part-time workers include high turnover, accelerated training requirements, less commitment, and scheduling difficulties. Forty percent of its business is accounted for by the 2. A flurry of orders is received immediately after the catalogs are mailed; then volume drops off and levels out until early November. The sales volume then begins a steep ascent that peaks early in December. September demand represents 52 percent of peak shipments, and October represents 91 percent of peak shipments. Demand in November and December is in excess of , shipments per week. The peak demand volume of 28, orders per day is more than double normal sales. Despite these numbers, Neiman Marcus ships 90 percent of holiday orders within 1 day and 99 percent within 2 days, with How does it

achieve such performance levels? The company plans in advance. Fast-moving items are moved to a prominent place in the warehouse, and work flow is prioritized so that customer back orders receive immediate attention. A new conveyor system sports color-coded conveyors that identify flow patterns from different sources to shipping from apparel to shipping, for example, versus toys or small gifts. It also uses bar codes extensively to route cartons to special areas for gift wrapping, Federal Express shipment, or special attention. Customers are given options for when their order is shipped. They can order now for shipment at a later date or receive Federal Express second-day service on any item in the catalog at no extra cost. Another key to success is dedicated people with a great attitude. Neiman Marcus hires extra people in their distribution center during the holiday season. Twenty percent of these workers return each year. To allow sufficient time for training, the company begins hiring temporaries when the catalogs are mailed out in September and gradually builds up their numbers over the next two months. Permanent staff personnel train the new hires, and the system of work is purposely designed to be simple and easy to learn. Incentive pay, based on productivity and quality and reinforced with prizes and awards, adds fun and excitement to the work environment. With Neiman Marcus, as with many other retailers, making people happy during the holiday season ensures that the year will be a profitable one. Backordering is a viable alternative only if the customer is willing to wait for the product or service. For some restaurants you may be willing to wait an hour for a table; for others you may not. One aggregate planning strategy is not always preferable to another. The most effective strategy depends on the demand distribution, competitive position, and cost structure of a firm or product line. Several quantitative techniques are available to help with the aggregate planning decision. We will discuss pure and mixed strategies using trial and error, the transportation method, and other quantitative techniques.

**APP by Trial and Error** Using trial and error to solve aggregate production planning problems involves formulating several strategies for meeting demand, constructing production plans from those strategies, determining the cost and feasibility of each plan, and selecting the lowest cost plan from among the feasible alternatives. Given the following costs and quarterly sales forecasts, determine whether a level production or chase demand production strategy would more economically meet the demand for chocolate candies: For the level production strategy, we first need to calculate average quarterly demand. This becomes our planned production for each quarter. Since each worker can produce 1, pounds a quarter, workers will be needed each quarter to meet the production requirements of , pounds. Production in excess of demand is stored in inventory, where it remains until it is used to meet demand in a later period. Demand in excess of production is met by using inventory from the previous quarter. The production plan and resulting inventory costs are given in Exhibit For the chase demand strategy, production each quarter matches demand. Since each worker can produce 1, pounds per quarter, we divide the quarterly sales forecast by 1, to determine the required workforce size each quarter. We begin with workers and hire and fire as needed. The production plan and resulting hiring and firing costs are given in Exhibit Comparing the cost of level production with chase demand, chase demand is the best strategy for the Good and Rich line of chocolate candies. During the winter, when demand for chocolate is high, the company hires farmers from surrounding areas, who are idle that time of year. The farmers are let go during the spring and summer, when they are anxious to return to their fields and the demand for chocolate falls. The plan is cost-effective, and the extra help is content with the sporadic hiring and firing practices of the company. Probably the most common approach to production planning is trial and error using mixed strategies and spreadsheets to evaluate different options quickly. Mixed strategies can incorporate management policies, such as "no more than x percent of the workforce can be laid off in one quarter" or "inventory levels cannot exceed x dollars. Furniture manufacturers typically close down for the month of July each year, and shipbuilders close down for the month of December. For some industries, the production planning task revolves around the supply of raw materials, not the demand pattern. Consider Motts, the applesauce manufacturer whose raw material is available only 40 days during a year. The workforce size at its peak is 1, workers, but it normally consists of around workers. Each worker can produce on average cases of action toys each month. Overtime is limited to cases, and subcontracting is unlimited. No action toys are currently in inventory. No stockouts are allowed. Management wishes to test the following scenarios for planning production: Level production over the twelve months. Produce to meet demand each month. Increase

or decrease the workforce in five-worker increments. Excel was used to evaluate the three planning scenarios. The solution printouts are shown in Exhibit From the scenarios tested, step production yields the lowest cost. General Linear Programming Model Pure and mixed strategies for production planning are easy to evaluate, but they do not necessarily provide an optimum solution. Consider the Good and Rich Company of Example The optimum production plan is probably some combination of inventory and workforce adjustment. We could simply try different combinations and compare the costs i. Solve the model with available linear programming software. The objective function seeks to minimize the cost of hiring workers, firing workers, and holding inventory. Cost values are provided in the problem statement for Example The number of workers hired and fired each quarter and the amount of inventory held are variables whose values are determined by solving the linear programming LP problem. The first set of constraints ensure that demand is met each quarter. Demand can be met from production in the current period and inventory from the previous period. Units produced in excess of demand remain in inventory at the end of the period.

*UPS Supply Chain Solutions 1 Executing a supply chain strategy means dealing with many different entities, supply chain strategy that worked together. In the.*

Dealing with a Breakup or Divorce Grieving and Moving on After a Relationship Ends A breakup or divorce can be one of the most stressful and emotional experiences in life. Whatever the reason for the split—and whether you wanted it or not—the breakup of a relationship can turn your whole world upside down and trigger all sorts of painful and unsettling emotions. As well as grieving the loss of your relationship, you may feel confused, isolated, and fearful about the future. But there are plenty of things you can do to cope with the pain, get through this difficult time, and even move on with a renewed sense of hope and optimism. Why are breakups so painful? Even when a relationship is no longer good, a divorce or breakup can be extremely painful because it represents the loss, not just of the partnership, but also of the dreams and commitments you shared. Romantic relationships begin on a high note of excitement and hopes for the future. When a relationship fails, we experience profound disappointment, stress, and grief. A breakup or divorce launches you into uncharted territory. A breakup also brings uncertainty about the future. What will life be like without your partner? Will you find someone else? Will you end up alone? These unknowns can often seem worse than being in an unhappy relationship. This pain, disruption, and uncertainty means that recovering from a breakup or divorce can be difficult and take time. You may also feel anxious about the future. Accept that reactions like these will lessen over time. Even if the relationship was unhealthy, venturing into the unknown is frightening. Give yourself a break. Give yourself permission to feel and to function at a less than optimal level for a period of time. No one is superman or superwoman; take time to heal, regroup, and re-energize. Sharing your feelings with friends and family can help you get through this period. Consider joining a support group where you can talk to others in similar situations. Isolating yourself can raise your stress levels, reduce your concentration, and get in the way of your work, other relationships, and overall health. Mental Health America Allow yourself to grieve the loss of the relationship Grief is a natural reaction to loss, and the breakup or divorce of a love relationship involves multiple losses: Loss of companionship and shared experiences which may or may not have been consistently pleasurable Loss of support, be it financial, intellectual, social, or emotional Loss of hopes, plans, and dreams which can be even more painful than practical losses Allowing yourself to feel the pain of these losses may be scary. Just remember that grieving is essential to the healing process. The pain of grief is precisely what helps you let go of the old relationship and move on. Tips for grieving after a breakup or divorce: While these emotions will often be painful, trying to suppress or ignore them will only prolong the grieving process. Knowing that others are aware of your feelings will make you feel less alone with your pain and will help you heal. Writing in a journal can also be a helpful outlet for your feelings. Remember that moving on is the end goal— Expressing your feelings will liberate you in a way, but it is important not to dwell on the negative feelings or to over-analyze the situation. Getting stuck in hurtful feelings like blame, anger, and resentment will rob you of valuable energy and prevent you from healing and moving forward. Remind yourself that you still have a future— When you commit to another person, you create many hopes and dreams for a life together. As you grieve the loss of the future you once envisioned, be encouraged by the fact that new hopes and dreams will eventually replace your old ones. Know the difference between a normal reaction to a breakup and depression— Grief can be paralyzing after a breakup, but after a while, the sadness begins to lift. Day by day, and little by little, you start moving on. Helping your kids during a breakup or divorce Children and Divorce: Helping Kids Cope When mom and dad split, a child can feel confused, angry, and uncertain as well as profoundly sad. Reach out to others for support Support from others is critical to healing after a breakup or divorce. You might feel like being alone, but isolating yourself will only make this time more difficult. Connect face-to-face with trusted friends and family members. People who have been through painful breakups or divorces can be especially helpful. They know what it is like and they can assure you that there is hope for healing and new relationships. Frequent face-to-face contact is also a great way to relieve the stress of a breakup and regain balance in your life. Spend

time with people who support, value, and energize you. As you consider who to reach out to, choose wisely. Surround yourself with people who are positive and who truly listen to you. Get outside help if you need it. The most important thing is that you have at least one place where you feel comfortable opening up. If you feel like you have lost your social network along with the divorce or breakup, make an effort to meet new people. Join a networking group or special interest club, take a class, get involved in community activities, or volunteer at a school, place of worship, or other community organization. Taking care of yourself after a breakup

A divorce is a highly stressful, life-changing event. The strain and upset of a major breakup can leave you psychologically and physically vulnerable. Get plenty of rest, minimize other sources of stress in your life, and reduce your workload if possible. Learning to take care of yourself can be one of the most valuable lessons you learn following a breakup. As you feel the emotions of your loss and begin learning from your experience, you can resolve to take better care of yourself and make positive choices going forward. Make time each day to nurture yourself. Help yourself heal by scheduling daily time for activities you find calming and soothing. Spend time with good friends, go for a walk in nature, listen to music, enjoy a hot bath, get a massage, read a favorite book, take a yoga class, or savor a warm cup of tea. Pay attention to what you need in any given moment and speak up to express your needs. Honor what you believe to be right and best for you even though it may be different from what your ex or others want. Say "no" without guilt or angst as a way of honoring what is right for you. Stick to a routine. A divorce or relationship breakup can disrupt almost every area of your life, amplifying feelings of stress, uncertainty, and chaos. Getting back to a regular routine can provide a comforting sense of structure and normalcy. Take a time out. Try not to make any major decisions in the first few months after a separation or divorce, such as starting a new job or moving to a new city. Avoid using alcohol, drugs, or food to cope. But using alcohol, drugs, or food as an escape is unhealthy and destructive in the long run. A divorce or breakup is a beginning as well as an end. Take the opportunity to explore new interests and activities. Pursuing fun, new activities gives you a chance to enjoy life in the here-and-now, rather than dwelling on the past. You might find yourself not eating at all or overeating your favorite junk foods. Exercise might be harder to fit in because of the added pressures at home and sleep might be elusive. Try to consider this period in your life a time-out, a time for sowing the seeds for new growth. You can emerge from this experience knowing yourself better and feeling stronger and wiser. In order to fully accept a breakup and move on, you need to understand what happened and acknowledge the part you played. Some questions to ask yourself: Step back and look at the big picture. How did you contribute to the problems of the relationship? Do you tend to repeat the same mistakes or choose the wrong person in relationship after relationship? Think about how you react to stress and deal with conflict and insecurities. Could you act in a more constructive way? Examine your negative feelings as a starting point for change. Are you in control of your feelings, or are they in control of you? Try not to dwell on who is to blame or beat yourself up over your mistakes. As you look back on the relationship, you have an opportunity to learn more about yourself, how you relate to others, and the problems you need to work on. Recommended reading *Coping with Separation and Divorce* – Helpful tips on how to cope with and recover from a separation, divorce, or relationship breakup. *Mental Health America Recovering from a Break-up* – Article describes what you can do to recover after a breakup, including how to cope with painful feelings and learn from past mistakes. *Coping with Stress and Change PDF* – Practical guide to restructuring family life and coping with the loss and change that come along with separation and divorce.