
CONTENTS

PREFACE	xv
1 A Brief History of Industrial Engineering	1
FREDERICK W. TAYLOR	5
SCIENTIFIC MANAGEMENT	9
FRANK B. GILBRETH	11
INDUSTRIAL ENGINEERING ACADEMICS	14
INDUSTRIAL ENGINEERING PRACTICE	14
CLASSIC INDUSTRIAL ENGINEERING TEXTS	16
INDUSTRIAL ENGINEERING ORGANIZATIONS	17
INSTITUTE OF INDUSTRIAL ENGINEERS	18
INTERNATIONAL INDUSTRIAL ENGINEERING	19
RELATED DISCIPLINES	22
Management	23
Operations Research	24
Systems Engineering	26
Statistics	28
Management Science	29
Ergonomics	29
Manufacturing Engineering	30
SUMMARY	31
REFERENCES	33
REVIEW QUESTIONS AND PROBLEMS	34

2	Production Systems Design	35
	COMPUTER-AIDED DRAFTING AND DESIGN (CADD)	37
	METHODS ENGINEERING	41
	Methods Study	41
	<i>Charting Techniques</i>	42
	<i>Workplace Design</i>	48
	<i>Motion Economy Principles</i>	52
	CONCURRENT ENGINEERING	53
	Producibility	54
	<i>Manufacturability</i>	55
	ROBOTICS	57
	WORK MEASUREMENT	61
	Stopwatch Time-Study	62
	Micromotion Study	65
	Predetermined Time Systems (PTS)	65
	Work Sampling	69
	Standard Data	80
	FACILITIES PLANNING AND DESIGN	83
	Layout Types	85
	Equipment Calculations	89
	The Activity Relationship Chart	92
	COMPUTERIZED PLANT DESIGN	97
	Computer Simulation	103
	Material Handling	103
	ERGONOMICS	106
	SUMMARY	124
	REFERENCES	126
	REVIEW QUESTIONS AND PROBLEMS	127
	LABORATORY EXERCISES 1-8	135
3	Production Systems Control	142
	INVENTORY CONTROL	143
	Introduction	143
	Economic Order Quantity (EOQ)	144
	PRODUCTION CONTROL	150
	Production Planning	151
	Bar Coding	153
	Material Requirements Planning (MRP)	154
	Economic Production Quantity (EPQ)	156
	Just-in-Time (JIT)	158
	<i>Kanban</i>	159
	<i>Single Minute Exchange of Dies (SMED)</i>	165
	Assembly Line Balancing	170
	Project Management: CPM and PERT	173

QUALITY CONTROL	179
Statistical Process Control \bar{X} and R charts	180
Definitions of Quality	187
Design of Experiments/Taguchi Methods	188
Sampling Plans	194
SUMMARY	198
REFERENCES	199
REVIEW QUESTIONS AND PROBLEMS	199
LABORATORY EXERCISE 9	202
4 Management	208
TRADITIONAL MANAGEMENT BASED ON BEHAVIORIST THEORY	209
A CRITIQUE OF BEHAVIORIST PHILOSOPHY	219
MANAGEMENT BASED ON INDUSTRIAL ENGINEERING	226
WHAT AMERICAN INDUSTRY NEEDS TO DO	232
SUMMARY	234
REFERENCES	235
REVIEW QUESTIONS AND PROBLEMS	236
5 Total Quality Management	238
SUMMARY	263
REFERENCES	265
REVIEW QUESTIONS AND PROBLEMS	266
6 Productivity	267
NONDIRECT LABOR PRODUCTIVITY	268
Productivity Improvement in Production and Service Employment	268
White-collar Productivity Improvement	275
PRODUCTIVITY MANAGEMENT	279
Implementation Strategies	279
Role of the Industrial Engineer as an Improvement Consultant	285
Organizational Improvement	285
SUMMARY	289
REFERENCES	290
REVIEW QUESTIONS AND PROBLEMS	291
LABORATORY EXERCISE 10	291
LABORATORY EXERCISE 11	293
LABORATORY EXERCISE 12	293
7 Operations Research	294
LINEAR PROGRAMMING	294
The Assignment Algorithm	295
The Transportation Algorithm	302

THE GENERALIZED LINEAR PROGRAMMING PROBLEM	313
QUEUING THEORY	319
SIMULATION	328
SUMMARY	335
REFERENCES	336
REVIEW QUESTIONS AND PROBLEMS	337
8 Decision Sciences	340
ENGINEERING ECONOMY	340
Interest Calculations	341
Annual Cost Method	347
Return on Investment (ROI)	351
Payback Method	353
Aftertax Analysis	354
DECISION THEORY AND UTILITY	356
COST CONTROL ENGINEERING	363
SUMMARY	366
REFERENCES	367
REVIEW QUESTIONS AND PROBLEMS	367
9 Systems	369
SYSTEM OBJECTIVES	371
OVERSPECIFICATION OF CRITERIA	377
MAXIMIZING EFFECTIVENESS COST	377
DOMINANCE	378
EXPERT SYSTEMS	379
TAKING THE LEAD	382
EXAMPLES OF EXPERT SYSTEMS	383
Knowledge Base (KB)	383
SYSTEMS DIFFERENCES	384
SYSTEM SHELL	386
SYSTEM LANGUAGES	386
EXAMPLES OF SYSTEMS	387
AIRCRAFT ASSEMBLY	387
BACKGROUND DECISIONS	387
ASSIGNING RESOURCES	388
DOCUMENT LOGIC	389
HIGH PAYOFF	390
SERIOUS PROBLEM	390
PAST SOLUTIONS	390
EXAMPLES OF EXPERT SYSTEMS	391
SUMMARY	398
REFERENCES	399
REVIEW QUESTIONS AND PROBLEMS	399

10	Where Do We Go From Here?	400
	INTERNATIONAL COMPETITIVENESS AND MANAGEMENT	404
	THE IE OF THE FUTURE	423
	SUMMARY	431
	REFERENCES	433
	REVIEW QUESTIONS AND PROBLEMS	434
	INDEXES	
	Name Index	437
	Subject Index	441