

Contents

Preface to the first Indian edition v

PART A. PRODUCTIVITY AND WORK STUDY

- 1. Productivity concept and definitions 3**
 - 1.1 Introduction 3
 - 1.2 Definitions of productivity 3
 - 1.3 Productivity measurement at national, industrial and enterprise level 4
 - 1.4 Benefits of higher productivity 6
- 2. Productivity in the individual enterprise 8**
 - 2.1 Introduction 8
 - 2.2 Productivity measurement approaches at the enterprise level 9
 - 2.3 Productivity of materials 12
 - 2.4 Productivity of land, buildings, machines and manpower 12
 - 2.5 Factors contributing to productivity improvement 13
- 3. Techniques for productivity improvement 17**
 - 3.1 Introduction 17
 - 3.2 Work content and ineffective time 17
 - 3.3 Improving productivity by reducing work content 19
 - 3.4 Improving productivity by reducing ineffective time 24
 - 3.5 Management of productivity 27
- 4. Work Study 28**
 - 4.1 Introduction 28
 - 4.2 Definition 28
 - 4.3 Basic procedure 29
 - 4.4 Prerequisites of conducting a work study 32
- 5. The human factor in the application of work study 33**
 - 5.1 Introduction 33
 - 5.2 Management and supervisor: Their roles in work study 33
 - 5.3 The work study man 35
- 6. The influence of working conditions on work study 38**
 - 6.1 Introduction 38

VIII CONTENTS

6.2	Factors affecting working conditions	38
6.3	Occupational safety and health	39
6.4	Fire prevention and protection	41
6.5	Layout and housekeeping	41
6.6	Lighting and climate conditioning	42
6.7	Noise and vibration	49
6.8	Ergonomics	54
6.9	Arrangement of working time	58
6.10	Conclusion	59

PART B. METHOD STUDY

7.	Introduction to method study and the selection of job	63
7.1	Introduction	63
7.2	Definition and objectives of method study	63
7.3	Procedure	64
7.4	Selection of job	66
8.	Record, examine, develop	70
8.1	Introduction	70
8.2	Examine critically: The questioning technique	83
8.3	Develop the improved method	88
9.	Flow and handling of materials	91
9.1	Introduction	91
9.2	Plant layout	91
9.3	Developing the new layout	94
9.4	The handling of materials	104
10.	Tools for recording the movement of workers	110
10.1	Introduction	110
10.2	String diagram	111
10.3	Flow process chart: Man type	115
10.4	Travel chart	120
10.5	Multiple activity chart	125
10.6	Conclusion	130
11.	Methods and movements at the workplace	131
11.1	Introduction	131
11.2	The principles of motion economy	132
11.3	Classification of movements	135
11.4	Further notes on workplace layout	135
11.5	Notes on the design of jigs, tools and fixtures	137
11.6	Machine controls and displays of dials	138
11.7	The two-handed process chart	139
11.8	Reorganisation of a workplace by means of a two-handed process chart	143
11.9	Micromotion study	149
11.10	The simo chart	149
11.11	The use of films in methods analysis	151
11.12	Other recording techniques	152
11.13	The development of improved methods	153
11.14	The methods laboratory	154
12.	Define, install, maintain	156
12.1	Introduction	156
12.2	Obtaining approval for the improved method	156

- 12.3 Defining the improved method 157
- 12.4 Installing the improved method 158
- 12.5 Training and retraining operatives 160
- 12.6 Maintaining the new method 162
- 12.7 Conclusion 162

PART C. WORK MEASUREMENT

13. General remarks on work measurement 165

- 13.1 Introduction 165
- 13.2 Definition 165
- 13.3 Purpose of work measurement 166
- 13.4 Where work measurement can be applied 167
- 13.5 The basic procedure 168
- 13.6 The techniques of work measurement 168

14. Work Sampling 171

- 14.1 Introduction 171
- 14.2 Basic concepts and definition 171
- 14.3 Procedure 174
- 14.4 Determination of sample size 175
- 14.5 Procedure for selecting random observations 177
- 14.6 Error in work sampling 181
- 14.7 Conducting the work sampling study 181
- 14.8 Uses of work sampling 184

15. Time study: the equipment 185

- 15.1 Introduction 185
- 15.2 Time study equipment 185
- 15.3 Time study forms 189

16. Time study: Selecting and timing the job 196

- 16.1 Introduction 196
- 16.2 Selecting the job 196
- 16.3 Selecting the worker 197
- 16.4 Basic steps in time study 199
- 16.5 Recording the information 200
- 16.6 Classification of elements 201
- 16.7 Breaking the job into elements 201
- 16.8 Determination of sample size 203
- 16.9 Timing elements by stop-watch 204

17. Time study: Rating—Determination of basic time from observed time 207

- 17.1 Introduction 207
- 17.2 The qualified worker 208
- 17.3 The 'average' worker 209
- 17.4 Standard rating and standard performance 211
- 17.5 Comparing the observed rate of working with the standard 215
- 17.6 Rating of effort 216
- 17.7 Factors affecting the rate of working 217
- 17.8 Scales of rating 219
- 17.9 Determination of basic time 219
- 17.10 Recording the rating 221

X CONTENTS

18. Time study: From study to standard time	223
18.1 Introduction	223
18.2 Summarising the study	223
18.3 Preparing the study summary sheet	224
18.4 Extension: The calculation of basic time	225
18.5 The selected time	226
18.6 Completing the study summary sheet	232
18.7 Number of elements and cycles to be studied	233
18.8 The analysis of studies sheet	234
18.9 Work content	236
18.10 Allowances	236
18.11 Calculation of allowances	238
18.12 Relaxation allowances	238
18.13 Other allowances	240
18.14 The standard time	243
18.15 Example	244
19. Setting time standards for man-machine systems	246
19.1 Introduction	246
19.2 The concepts of restricted work and cycle time	246
19.3 Basic definitions pertaining to a man-machine system	249
19.4 Determination of cycle time	252
19.5 Determining the standard time	253
19.6 Conclusion	260
20. Example of a time study	265
21. Predetermined time standards (PTS)	286
21.1 Introduction	286
21.2 Definition	286
21.3 Advantages of PTS systems	287
21.4 Criticisms of PTS systems	288
21.5 Different forms of PTS systems	289
21.6 Use of PTS system	291
21.7 Application of PTS systems	297
22. Standard data	307
22.1 Introduction	307
22.2 Major Considerations	307
22.3 Developing the standard data	308
22.4 Use of PTS systems to develop standard data	315
23. The uses of time standard	323
23.1 Introduction	323
23.2 Technical set-up and work specification	323
23.3 The uses of time standard	326
23.4 Conclusion	329
 PART D. TWO INTEGRATED EXERCISES	
24. Two integrated exercises	333
24.1 Introduction	333
24.2 Exercise 1: Manpower planning	333
24.3 Exercise 2: Production planning	337

PART E. FROM ANALYSIS TO SYNTHESES: NEW FORMS OF WORK ORGANISATION

- 25. Combined methods and tasks: New forms of work organisation 341
 - 25.1 Method study and work measurement: basic tools for job design 341
 - 25.2 Design of individual work roles 343
 - 25.3 Design of group work in production 348
 - 25.4 Design of product-oriented organisations 362
 - 25.5 Criteria of good work organisation: Some concluding remarks 364

PART F. APPENDICES

- 1. Glossary of terms used 373
- 2. Check-list of questions which may be of use in applying the questioning sequence in method study 385
- 3. Example of tables used to calculate relaxation allowances 393
- 4. Conversion factors 405
- 5. Selected bibliography 409

FIGURES

- 1. Role of the management in coordinating the resources of an enterprise 15
- 2. How manufacturing time is made up 20
- 3. Work content due to the product and processes 21
- 4. Ineffective time due to shortcomings on the part of management and workers 22
- 5. How management techniques can reduce excess work content 23
- 6. How management techniques can reduce ineffective time 26
- 7. Work study 30
- 8. Four basic strategies to control occupational hazards 40
- 9. Mounting of general lighting units 44
- 10. Need for general lighting 44
- 11. Maximum recommended spacing for industrial type units 45
- 12. Factors influencing the degree of glare produced by a given diffusing fitting (or a bare fluorescent lamp unit) 45
- 13. Relative cost of incandescent and fluorescent lighting 46
- 14. Recommended ranges of reflection factor for main interior surfaces 47
- 15. Distance at which the normal voice can be heard against background noise 51
- 16. Temporary hearing threshold shift in dB as a function of duration of exposure to wideband noise 52
- 17. Ergonomic display design 55
- 18. Ergonomic design of controls 56
- 19. Optimal use of physical effort 57
- 20. Method study 65
- 21. Switch rotor assembly 74
- 22. Outline process chart: switch rotor assembly 77
- 23. Some charting conventions 78
- 24. Flow process chart: engine stripping, cleaning and degreasing 81
- 25. Flow process chart—material type: engine stripping, cleaning and degreasing (original method) 82
- 26. Flow diagram: engine stripping, cleaning and degreasing 87
- 27. Flow process chart—material type: engine stripping, cleaning and degreasing (improved method) 89
- 28. Types of layout 92
- 29. Example of various types of flow between work stations, including flow in a multi-storey building 95
- 30. Flow diagram: inspecting and marking incoming parts (original method) 97
- 31. Flow process chart: inspecting and marking incoming parts (original method) 99
- 32. Flow diagram: inspecting and marking incoming parts (improved method) 101

XII CONTENTS

33.	Flow process chart: inspecting and marking incoming parts (improved method)	102
34.	Developing the flow for a number of products, using the cross chart	103
35.	Different types of material-handling equipment	107
36.	Different possibilities of handling the same object	108
37.	A string diagram	112
38.	Simple movement study sheet	113
39.	String diagram storing tiles (original method)	114
40.	String diagram storing tiles (improved method)	116
41.	Flow diagram serving dinners in a hospital ward	118
42.	Flow process chart—man type dinners in a hospital ward	119
43.	Travel chart: movements of messenger in office	122
44.	Simple study sheet	123
45.	Travel chart material	124
46.	Multiple activity chart: inspection of catalyst in a converter (original method)	127
47.	Multiple activity chart: inspection of catalyst in a converter (improved method)	128
48.	Multiple activity chart:	129
49.	Normal and maximum working areas	134
50.	Assembling an electric meter:	137
51.	Two-handed process chart cutting glass tubes (original method)	142
52.	Two-handed process chart cutting glass tubes (improved method)	144
53.	Example of workplace layout (original method)	145
54.	Example of workplace layout (improved method)	146
55.	Right- and left-handed activity charts: assembly of power motor starting winding to core	148
56.	Two-handed process charts: assembly of power motor starting winding to core	between 149-150
57.	A simo chart	151
58.	Standard practice sheet	159
59.	A typical learning curve	161
60.	Method study	169
61.	Work measurement	170
62.	Proportional distribution of 'heads' and 'tails'	172
63.	Distribution curve showing probabilities of combinations when large samples are used	173
64.	Curve of normal distribution	174
65.	Example of a simple work sampling record sheet	183
66.	Work sampling record sheet showing machine utilisation and distribution of idle time	183
67.	Work sampling record sheet showing distribution of time on ten elements of work performed by a group of four workers	183
68.	Decimal-minute stop-watch	187
69.	Time study boards	188
70.	Layout of a typical general purpose Time Study Top Sheet	190
71.	Layout of a typical general purpose continuation sheet	191
72.	Layout of a typical short Cycle Time Study Form	192
73.	A typical Time Study summary sheet layout	193
74.	A typical layout of study sheet	194
75.	Distribution of times taken by workers to perform a given job	210
76.	Effect of ineffective time on performance	214
77.	Effect of a payment-by-results incentive on the time taken to perform an operation	214
78.	Effect of extension on the time of an element	227
79.	A graphical method of selecting basic time	230
80.	Cumulative average basic times for a constant element	234
81.	Allowances	235
82.	How the standard time for a simple manual job is made up	243
83.	Pump diagram	250
84.	Machine interference	251
85.	Four operations with machine elements	256
86.	Explanatory diagram of machine time	262

87.	Card giving details of elements and break points	266
88.	Sketch of part and of workplace layout	267
89.	Time study top sheet	268
90.	Time study continuation sheet	270
91.	Second continuation sheet	272
92.	Working sheet	274
93.	Study summary sheet	276
94.	Extract from the analysis of studies sheet	278
95.	Calculation of relaxation allowance	280
96.	Final calculation of relaxation allowance	282
97.	Calculation and issue of the standard time	284
98.	Overall cycle time	285
99.	PTS data levels: basic motions	289
100.	Base assembly	298
101.	Base assembly workplace layout	299
102.	MTM-2 analysis sheet, base assembly	301
103.	Restricted walking	311
104.	Base times for cross-cutting wood of varying width and thickness	312
105.	Base curve for cross-cutting wood of 2 cm thickness and of varying width	313
106.	Factor curve for cross-cutting wood of varying width and thickness	314
107.	Sequence of elements	317
108.	Basic elements of power press work	318
109.	Power press work: example of <i>TRANSPORT</i> elements and distances	319
110.	Power press work: example of standard data determined by MTM-2 (tabular presentation)	320
111.	Power press work: example of standard data determined by MTM-2 (algorithmic presentation)	321
112.	Power press work: standard data application form	322
113.	Machine-paced line	350
114.	Man paced line	351
115.	Automated process	352
116.	Concentrated operation	353
117.	Service group	354
118.	Construction group	355
119.	Assembly of motor car engines	356
120.	Line grouping and parallel grouping	358
121.	Schematic diagram of a flow-oriented group	360
122.	Flow group for the manufacture of pump axles	361
123.	Layout for a heat exchanger unit	364
124.	Some examples of the building of buffer stock in manufacturing operations	365
125.	Manufacture of electric motors	366

TABLES

1.	Direct means of raising productivity	31
2.	Recommended levels of illumination for different categories of work with modifications suggested for particular circumstances	43
3.	A qualitative variation of suggested illumination level with the age of the worker	43
4.	Recommended maximum lighting intensity ratios	44
5.	Average values of metabolic rate during different activities	48
6.	Calculation of noise level obtained by removing a source of noise from the background noise	53
7.	Duration of continuous noise exposure which should not be exceeded to ensure the prevention of occupational deafness amongst the majority of workers	53
8.	Typical industrial problems and appropriate method study techniques	67
9.	The most commonly used method study charts and diagrams	71
10.	Classification of movements	135

XIV CONTENTS

11.	Therbligs	150
12.	Proportional distribution of 'heads' and 'tails'	173
13.	Table of random numbers	178
14.	Determining the sequence of time for random observations	179
15.	Table 15	180
15a.	Conventional standard of number of recommended cycles for time study	204
16.	Specimen performance distribution	211
17.	Examples of various rates of working on the principal rating scales	220
18.	Components of a basic PTS	287
19.	Scope of application of PTS System	290
20.	MTM-2 data card	291
21.	Fitting a nut and washer on a stud	299
22.	Methods-Time Measurement application data in tmu	302
23.	Restricted walking	310
24.	Base times for cross-cutting wood of varying width and thickness	311
25.	Standard data elements in light engineering and assembly work	315
26.	Minimum data required for work measurement and labour control records	330