

加拿大彼得管理学院

新华大学管理学院

(共同策划、推荐)

国际通用MBA教材

配套  
案例

世界著名  
案例教材

案例

# 生产与运作管理

厄斯金 (James A. Erskine) / 编

英文版

Production and Operations  
Management

CASES



机械工业出版社  
China Machine Press

Richard Ivey School of Business  
The University of Western Ontario

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国际通用 MBA 教材配套案例

# 生产与运作管理案例

(英文版)

## Production and Operations Management Cases

厄斯金 / 编

James A. Erskine



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机械工业出版社

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### 图书在版编目 (CIP) 数据

生产与运作管理案例: 英文/ (加) 厄斯金 (Erskine, J. A.) 编. - 北京: 机械工业出版社, 1998.7

(国际通用 MBA 教材配套案例)

ISBN 7-111-06624-3

I. 生… II. 厄… III. 企业管理: 生产管理-案例-英文 IV. F273

中国版本图书馆 CIP 数据核字 (98) 第 17574 号

出 版 人: 马九荣 (北京市百万庄大街 22 号 邮政编码 100037)

责任编辑: 刘露明

审 读 人: 胡 彬

北京忠信诚胶印厂印刷, 新华书店北京发行所发行

1998 年 7 月第 1 版第 1 次印刷

787mm×1092mm  $1/16$ ·11.25 印张

印 数: 0 001—2 000 册

定 价: 29.00 元

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## 序 言

我很荣幸有此机会用简短的语言就毅伟管理学院的历史、传统、教职人员和最新业绩向您作一介绍。毅伟管理学院是加拿大西安大略大学(UWO)所属的一所专业学院。作为加拿大历史最悠久的大学之一，西安大略大学日前拥有17个院系和专业学院，座落在加拿大最南部的安大略省伦敦市。这座城市拥有330 000人口，位于多伦多和底特律之间。西安大略大学有26 000多名学生、4 000余名教职员工。毅伟管理学院的本校在安大略省伦敦市，同时在多伦多的密西沙戈设有分校，而且最近在香港也建立了分校。

历史地看，毅伟管理学院一直是管理学界的领导者，现将部分成就列后，标示毅伟管理学院日新月异的发展：

- 1922年创立了加拿大第一个培养本科生的商学系。
- 1932年开始出版杂志《毅伟商学季刊》。该杂志发行到25个国家，发行量多达10 000册，深受学术界和管理界读者的喜爱。
- 1948年，在加拿大首次设立行政管理人员培训计划（校方要求任课教师为所有新设立的课程准备案例教材，作为他们职责的一部分）。
- 1948年创立了加拿大第一个工商管理硕士课程。
- 1961年首创了加拿大的第一个商学博士课程。
- 1974年，被联邦政府正式指定为加拿大第一个（现在已发展到8个）国际商业研究中心（CIBS，即美国CIBERS的前身），联邦外交部对该中心持续提供财政支援。
- 1975年，毅伟管理学院成立了自己的出版社。该部门目前拥有2 000个加拿大的案例，并成为哈佛案例的加拿大资料交换所。1998年，毅伟管理学院的案例已分销至20多个国家的100多所学院和100多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者，每年向校外读者分销案例教材超过100万册。
- 1978年开始实施第一项国际学生交换计划，目前该交换计划已增至20余项。
- 1984年毅伟管理学院在加拿大联邦政府的支持下，在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1992年，毅伟管理学院被选为主导性的国际商学刊物，即《国际商学研究杂志》在1993年至1997年间的编辑总部。
- 1993年，《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理者和求职顾问等人士组成的所有评选组得出的全方位评比结果，将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院，并且这一结论被逐年评比一再肯定。1994年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的25所世界最佳商学院的行列中。
- 1997年，《国际管理学杂志》将毅伟管理学院评为国际战略管理文献的主要贡献者，并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一，和欧洲管理学院（INSEAD）及伦敦商学院（LBS）并列，而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训计划方面最佳的15所商业学院之一。

至1998年,毅伟管理学院拥有65名全职教授,他们每年负责教授600名普通课程的和在行政管理类课程中的工商管理硕士生、300名本科生、40名博士生,以及范围广泛的非学位课程。毅伟管理学院的宏伟目标是凭借各种杰出的教学计划和在相关领域中优秀的研究记录,跻身于全世界十所最佳商学院的行列中。

在国际上,毅伟管理学院参与主要的海外项目达30年之久,并且最近又参与到亚洲(特别是中国)以及前苏联某些共和国的有关项目之中,这些项目正在为当地的管理学教育事业作出贡献。


### 中国项目

1984年是毅伟管理学院和中国的清华大学连续合作项目开始的第一年。我们承诺为中国学生来毅伟管理学院学习工商管理学硕士和博士做准备,与访问学者一起工作,提供在中国的短期教学指导,并帮助清华大学经济管理学院培养管理学教师人材。该项目的另一目的是毅伟管理学院借此进一步了解中国和中国的商业活动方式。

在项目的第一期过程中,撰写了35篇论文、案例和教学指南;有9名毅伟管理学院教授参加了短期的访华授课;12名中国访问学者分别在毅伟管理学院工作一年;培养了8名工商管理学硕士毕业生;所有来访的中方人员都参加了撰写案例的工作组。这一项目由加拿大-中国管理学教育计划提供资金。该项目的第二期进一步扩大发展,至1994年,经过五年的努力,已成为毅伟与滑铁卢大学以及中国的清华大学、大连理工大学和东南大学的合资合作项目。毅伟管理学院承诺在进一步提高中国管理学教育能力方面继续提供援助。其要点包括设计、开发并执行1992年8月提出的通过案例教学方法教授合资企业、技术转让以及国际贸易等课程。这一教师培训项目是通过翻译给来自中国各地的教师们进行授课,并且所有教材均已译成中文。

一个大规模的合作出版项目已经开始实施。1992年4月,五卷国际商业案例中的第一卷已在中国由清华大学出版社出版。该系列书籍是毅伟管理学院和清华大学合作的产物,它为中国的经理们和学生们提供了全面的国际性商业案例。1992年~1993年,经我们在大连理工大学和东南大学的伙伴安排,又有6本国际性教科书的中文版通过有关出版社在中国出版。

从那时起,出现了大量由毅伟管理学院发起的有关中国的案例写作,各种书或被重印、翻译或专为中国市场而撰写,我们还在清华大学开设了商学导论课程,进行了教授互访等等。所有这些都体现出毅伟管理学院决心实现对中国作出的真诚的承诺。



唐乐礼  
加拿大毅伟管理学院院长  
一九九八年六月

### **Preface from The Dean of the Richard Ivey School of Business**

It gives me great pleasure to have this opportunity to introduce you to the Ivey Business School by briefly explaining a little about its history, traditions, faculty and recent achievements. The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO). One of Canada's oldest universities, UWO is now an academic community of 17 faculties and professional schools. It is home to more than 26,000 students and over 4,000 faculty and staff. Located in the southern-most part of Canada, London, Ontario is a city of 330,000, halfway between Toronto and Detroit. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto) and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows. They illustrate the proactive nature of change at Ivey.

- ✧ In 1922, the first undergraduate business department in Canada was established.
  - ✧ In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10,000 in 25 countries.
  - ✧ In 1948, Canada's first executive development program was established. (From the beginning, faculty members were required, as part of their responsibilities, to produce case material for the new programs being designed.)
  - ✧ In 1948, the first MBA program in Canada was established.
  - ✧ In 1961, Canada's first Ph.D. program in business was introduced.
  - ✧ In 1974, official designation was received by the Federal Government as Canada's first, of what are now eight, Centre(s) for International Business Studies (CIBS). (The CIBS were the forerunner to the CIBERs in the United States). Financial support for this Centre continues to be provided by the Federal Department of Foreign Affairs.
  - ✧ In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2,000 Canadian cases and is the Canadian clearing house for Harvard cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world, with over 1,000,000 copies studied each year by people outside the university.
  - ✧ In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.
-

in the development of Chinese institutional capacity for management education. A major element was the design, development and delivery in August 1992 of a program on teaching Joint Ventures, Technology Transfer, and International Trade via The Case Method. This train-the-trainers program was offered to academics from across China, through interpreters. All of the teaching material was translated into Chinese.

A large scale joint publishing effort was undertaken. In April 1992, the first volume of five international business casebooks was published in Chinese by Tsinghua University Press. This series was a joint undertaking of Ivey and Tsinghua. This series constituted a comprehensive collection of international business cases for Chinese managers and students. In 1992-93, six international texts were published in Chinese by presses arranged through our partner schools at Dalian and Southeast.

Since then a great deal of Ivey-initiated China-related case writing has occurred: various books have been either reprinted, translated or specifically written for the China market; we have offered introductory-business courses at Tsinghua; faculty visits have occurred, and so forth. All of this has occurred in the spirit of demonstrating Ivey's genuine commitment to China.

A handwritten signature in black ink, appearing to read "Lawrence G. Tapp". The signature is fluid and cursive, with the last name "Tapp" being more prominent and stylized.

Lawrence G. Tapp  
Dean  
Richard Ivey School of Business

## 总 编 按 语

中国国家统计局在审定中国工商管理硕士课程内容时提议，每门课程的25%要采用案例教学方法。这一要求在某种程度上是为保证中国未来（和现有）的经理们既能够面对崭新与与众不同的各种学习环境，又能够获取制定决策所必需的、与基础理论并重的实际经验。

本系列案例丛书的宗旨正是为中国提供最高品质的教学用部分案例，以期满足当前的迫切需求。在此提供的案例都是全面的、实际的、要求进行管理决策的现场情景案例。其中不包括对案例历史的赘述（这无助于学员们制定决策）、小型案例及“花边案例”（这些不适用于作80~90分钟的课时内容）、或图书馆资料（从图书馆的二手资料所作的总结远不如直接与经理们交谈所总结的案例更能增长见识）。

此次首批出版的系列案例丛书是为直接配合中国工商管理硕士课程的各门必修课程而编写的，我们随后将为更多的常规选修课程出版案例选集。

这些案例选集的主要资料均来源于加拿大西安大略大学的毅伟管理学院。毅伟管理学院是全世界第二大的教学案例制作者，并且是当今亚洲案例的最大制作者。毅伟管理学院为使这些书籍得以问世，放弃了正常出版所需的全部许可费用，这是其它一些学院不情愿做的。毅伟管理学院决心对中国履行其真诚的承诺。

本系列丛书得以出版全靠下列各方鼎力相助：

- 万国出版公司总裁孙立哲先生的动议。
- 清华大学经济管理学院院长赵纯钧先生与副院长陈小悦先生的鼓励与协助。
- 企业资助（在某些情况下，毅伟管理学院能得到企业的资助，以获得完成此系列丛书所需的重金投入。我们将在每本书的适当位置对该书的资助者表示感谢）。
- 毅伟管理学院中为各卷选择案例并撰写了导言的教授同仁们。
- 我们的编辑协调人玛丽·罗伯特女王。



包 锐 心

安大略省伦敦市

一九九八年六月



### Note from the Series Editor

The State Education Commission committee which looked at the content of MBA programs in China has suggested that 25% of each course utilize the case method. Such a requirement is intended in part to ensure that future (and existing) managers in China are (A) exposed to a wide range of new and varied learning situations; and (B) gain practical experience in decision-making, so as to balance the underlying theory.

This case series is intended to partially fill China's immediate need for highest quality teaching cases. Here a case study refers to a comprehensive, field-based, decision-requiring picture of an administrative situation. It does not include descriptive case histories (which require students to make no decision); mini-cases or vignettes (which are anecdotal, and not suitable as a stand-alone basis for an 80-90 minute class); or library-based (such secondary sources produce far fewer insights than actually interviewing managers for the cases).

This initial series of casebooks was compiled to directly correspond to each of the required courses in China's MBA programs. Subsequent case collections will be compiled for popular elective courses.

The primary source of cases for these case collections is the Ivey Business School, University of Western Ontario, Canada. Ivey is the second largest producer of teaching cases in the world, and the largest producer of current, Asian cases. Ivey waived all of its normal permission fees in order to see these books produced. Certain other institutions were unwilling to do so. Ivey is committed to China.

The production of this Series would not have been possible without:

- ✧ the initiative of Lee Sun, President of Multi-Lingua;
- ✧ the encouragement and assistance of Tsinghua Dean Zhao Chunjun and Assistant Dean Chen Xiaoyue;
- ✧ corporate sponsors (In some instances, Ivey was able to obtain corporate sponsorship to assist with the heavy costs associated with the completion of this series. Where appropriate, the sponsor of any book is acknowledged in that particular volume.);
- ✧ my faculty colleagues at Ivey who selected the cases and wrote the introductions to the individual volumes;
- ✧ our editorial coordinator, Mrs. Mary Roberts.



Paul W. Beamish  
London, Ontario  
June 1998

## 厄斯金( James A. Erskine)

厄斯金在毅伟管理学院教授作业管理学课程，他专注于研究人在系统中的作用。他在加拿大西安大略大学取得了工学学士和工商管理学硕士学位，并在美国印地安那大学取得博士学位。过去30年间，他领导过的众多案例方法研讨会和负责多项管理学发展计划，在20多个国家中拥有数以千计的参加者。他是下列3本案例方法学教科书的合著者之一：《案例写作》、《案例学习》和《案例教学》。1988年~1989年间，他担任巴基斯坦拉合尔管理科学大学的校长，并曾任毅伟管理学院优等本科生商学教学计划部的主席。他荣获3M公司教授奖金，被公认为加拿大最佳大学教授之一。

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**James A. Erskine**

James A. Erskine teaches Operations Management at the Richard Ivey School of Business where he has a special interest in the human in the system. He has Engineering and MBA degrees from the University of Western Ontario in London, Canada and a doctorate from Indiana University in the U.S.A. Over the past 30 years Jim has conducted case method workshops and management development programs for thousands of participants in more than 20 countries. He is a co-author of three case method texts: Writing Cases, Learning With Cases, Teaching With Cases. In 1988-89, he served as Dean at the Lahore University of Management Sciences in Pakistan and is a past chairperson of the Honors Undergraduate Business Program at Ivey. Jim is a 3-M teaching fellow recognizing him as one of Canada's best university professors.

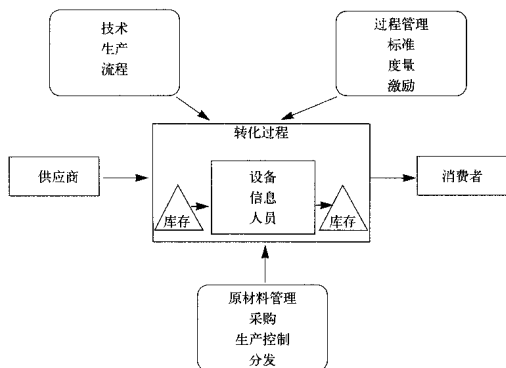
## 编者的话

运作是对设备、流程、人员等进行规划、设计、指挥与控制，以便将原材料和能源转化为产品。很多人认为对于工厂来说，运作就是生产出物质产品，实际上运作活动还包括全范围的以服务和以资源为基础的产业群。

运作原理应用于每个机构组织、工业企业和各种环境中，运作活动包括制定计划、安排流程、设备操作、质量控制、人力资源管理以及产品的交货和服务的送达等。

运作系统将输入改变或“转化”为输出，在很多情况下，运作活动对企业的生存能力至关重要。对这种“转化过程”进行细致管理，能够使运作活动为企业有效达到目标作出贡献。

### 运作活动及其组成部分



本案例集注重增加价值及在竞争中取得最佳运作效果，特别是有些案例分别侧重于减少浪费、确保质量、提高运作能力、最大限度开发人的潜能、与时间竞赛以及通过运作活动获得持续的竞争优势。

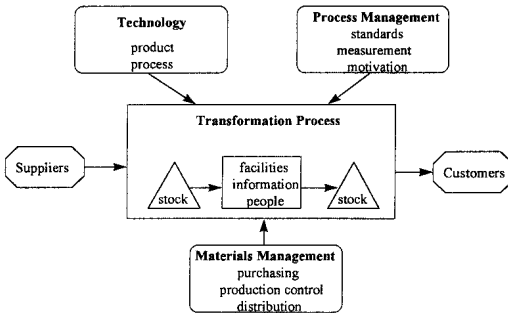
### A Note from the Editor

Operations is concerned with the design, planning, direction, and control of the facilities, processes and people used to transform materials and energy into products. Many people think of operations in terms of factories that produce physical goods, but operations also includes the full range of service and resource-based industries.

Operations principles apply in every organization, in every industry and in every environment. All organizations perform the operations functions of planning, scheduling, equipment operation, quality control, human resource management and product and service delivery.

Operating systems change or "transform" inputs into outputs. In most instances, operations are crucial to the organization's ability to survive. Careful management of the "transformation process" is necessary so that it contributes effectively to the goals of the enterprise.

### An Operation and its Components



The selected cases focus on adding value and competing on operations excellence. More particularly, specific cases deal with eliminating waste, ensuring quality, enhancing capability, maximizing human potential, competing on time and sustaining competitive advantage through operations.

Jim Erskine



# Content

## CASE 1: GREAVES BREWERY (A)

## 案例1 Greaves酒业公司

An expansion in the bottling plant of a brewery leads to a reassessment of the manual palletizing operation. It is possible to purchase expensive automatic equipment and a choice of makes is involved.

INDUSTRY: 13 Food and Kindred Products  
ISSUES: 112 Equipment Selection/  
Maintenance  
39 Capacity Analysis  
376 Equipment Investment  
185 Machinery and Equipment

Trinidad, West Indies Small 1990 7 PAGES

AUTHOR: Piper, C.J.

瓶装酒酿造厂的扩建导致了  
对人工货盘装运的重新评价。可  
能要购买昂贵的自动化设备,也  
包括产量的选择。

P1

## CASE 2: UNICON CONCRETE PRODUCTS (H.K.) LTD

## 案例2 香港Unicon混凝土制品有限公司

Unicon supplies pre-cast concrete products to the flourishing construction market in Hong Kong. Mr. Li, the deputy managing director, is evaluating an opportunity to pursue a "blanket" regulatory approval for Unicon's custom-designed concrete products with its largest customer, the Hong Kong Housing Authority. This opportunity promised to offer cost savings to both Unicon and this customer, although questions remain about the broader implications for Unicon's manufacturing operations and other customers. At the same time, management must develop a plan to expand its manufacturing capacity if Unicon hopes to capitalize on the rapidly expanding market and fend off new competitors from mainland China.

TEACHING NOTE: 898D06

INDUSTRY: 25 Stone, Clay, Glass and Concrete  
Products  
ISSUES: 201 Manufacturing Strategy  
256 Product Life Cycle  
137 Government Regulation  
161 International Business

Hong Kong Medium 1997 14 PAGES

AUTHOR: Klassen, R

CASE WRITER: Johnson F

Unicon 公司为繁荣的香港建筑市场提供预制板制品,负责管理工作的副手李先生正在决定是否应该同公司的最大主顾香港房屋局就其生产的混凝土制品达成“一揽子”协议。尽管这样会给 Unicon 的生产经营和其他消费者带来各种问题,但还是可以降低 Unicon 公司及其消费者的成本。同时,如果公司希望在迅速扩大的市场中获利,并阻止来自中国大陆新的竞争对手进入,管理层必须研究一项计划来扩大其生产能力。

P8

## CASE 3: EARTH BUDDY

## 案例3 Earth Buddy 公司

The Earth Buddy case introduces the topic of process analysis. About 15 operators work in a simple hybrid batch-flow environment to produce the Earth Buddy novelty product. Sufficient information is

Earth Buddy 案例介绍了过程分析问题。大约15名操作人员在一个简单的混合生产流动环境

presented to introduce and discuss the following concepts in an 80-minute class: capacity, throughput time, cycle time, bottleneck identification and resolution, and work-in-process inventory accumulation and draw-down. Issues that can be explored during the discussion include: shift scheduling, the impact of cross-training, batch versus flow production, rush orders, and the impact of defects on capacity.

INDUSTRY: 0  
ISSUES: 252 Process Analysis  
39 Capacity Analysis  
199 Manufacturing  
0

Canada Small 1994 4 PAGES

AUTHOR: Piper, C.J.

#### CASE 4 MCLEOD MOTORS LTD

McLeod Motors recently rationalized a number of motor end shields to reduce manufacturing costs, improve service, and reduce inventories. However, inventories have apparently risen. Students must identify why McLeod has inventory, how large the inventory might have been before the rationalization, how large they might be now, why they are so large, and what could be done to reduce inventory levels. The case can be used in conjunction with a discussion on inventory function.

TEACHING NOTE: 895D08

INDUSTRY: 27 Fabricated Metal Products  
ISSUES: 431 Inventory  
209 Materials Management  
165 Inventory Planning/Control  
301 Scheduling

British Columbia, Canada Small 6 PAGES

AUTHOR: Haywood-Farmer, J.S.

#### CASE 5 FRANZ BERGER - MASTER BREWER

Franz Berger, Master Brewer, is facing serious operating problems in the malthouse at the Dragon Brewing Company in China. These problems are affecting the quality of beer and endangering the health and safety of employees. Franz is considering three investment alternatives and is concerned not only about the financial implications but also the organizational implications and the "politics" of his recommendation.

TEACHING NOTE: 898D07

INDUSTRY: 13 Food and Kindred Products

中, 生产Earth Buddy 牌新产品。  
80分钟的上课时间里主要介绍容量、生产时间、循环时间、瓶颈论证及解决办法、工作过程中的存货积累或减少等内容。讨论的问题包括: 改变生产时间、交叉培训的作用、产量、紧急命令及能力缺乏的影响。

P22

#### 案例4: McLeod 汽车有限公司

McLeod 汽车有限公司最近对一批汽车后盖进行合理化改革, 降低生产成本, 改进服务, 减少存货。可是, 最近存货明显上升。学生必须指出为什么McLeod 汽车有限公司拥有如此多的存货。在合理化改革之前, 存货量有多大, 如今的存货量可能有多大。为什么这么大, 如何降低存货量。本案例适用于关于存货量作用的讨论。

P26

#### 案例5: Franz Berger 酿造业之首

Franz Berger-酿造业之首, 正面临着来自中国的龙徽公司麦芽糖厂严重的生产问题。这些问题影响了啤酒质量, 损坏了员工的健康和安全。Franz Berger 正在考虑三种可供选择的投资方案, 其中不仅包括财务因素, 也包括组织结构因素以及政治因素。

P32

ISSUES:	168	Investment Analysis
	38	Quality
	252	Process Analysis
	231	Organizational Structure

China Large 1996 16 PAGES

AUTHOR: Erskine, J.A.

CASE WRITER: Gleave T

#### CASE 6 LAMSON CORPORATION

#### 案例 6 Lamson 公司

This business game allows participants to make 12 scheduling decisions under conditions of demand uncertainty. It is played with groups of 3-5 participants and does not require a computer.

TEACHING NOTE: 894D01

INDUSTRY: 25 Stone, Clay, Glass and Concrete Products

ISSUES:	301	Scheduling
	431	Inventory
	307	Shortages
	87	Decision Theory

Medium 1995 8 PAGES

AUTHOR: Leenders, M.R.

本案例允许参加者在条件不确定的情况下进行12种选择。它允许三、五人一组进行讨论，不需要计算机。

P49

#### CASE 7 CPSIM: THE CRITICAL PATH SIMULATOR

#### 案例 7 CPSIM: 关键路径仿真器

CPSIM is a critical path simulator that runs on Macintosh Computers. Participants manage a fairly complex construction project that is due for completion in 107 simulated days. The task is to manage activity durations so that effective trade-offs are made between the costs incurred by crashing (speeding up) activities, and avoided by reducing the penalty costs for late completion. Adjustments must be made for unforeseen delays and speedups which occur during the project. CPSIM displays the Project's CPM chart, and calculates critical paths and slacks. Requires diskette 9A91DD05.

INDUSTRY:	60	Business Services
ISSUES:	55	Computer Assisted Cases
	80	Critical Path
	273	Project Management
	308	Simulation
	6	PAGES

AUTHOR: Piper, C.J.

CPSIM 是一个在Macintosh计算机上运行的仿真器。参加人员需要设法在107个模拟工作日内完成一项相当复杂的结构设计。整个任务是对作业过程进行管理，以便在作业提前完成所需的成本与为避免作业延误遭受损失所需的成本之间寻求一种平衡。对于无法预期的延误与提前，必须随时作出调整。CPSIM显示了此项设计的图表，并对关键路径和闲置资源进行了测算。

P57

#### CASE 8 LONGXI MACHINERY WORKS QUALITY IMPROVEMENT (A)

#### 案例 8 龙溪机械厂 提高质量(A)

Lin Zhang has just received approval for the formation of a new quality control group at Longxi, located in Zhangzhou, China. This new group must

位于中国漳州的龙溪机械厂批准组建一个新的质量管理小组，



investigate and reduce the high defect rate of a critical part used in the final manufacture of multi-cylinder diesel engines. Lin must decide who will be directly involved in the team, which data must be collected and analyzed, what is causing the problem and which actions should be taken. The improvement project is set within the context of Longxi's broader quality and systems, thus encouraging students to evaluate and push forward corporate quality systems. This case is the first in a three-part series that applies the principles and tools of total quality management (TQM) in a Chinese setting. The case can either be used independently or in combination with the (B) case, number 9A98D002 and (C) case, number 9A98D003.

INDUSTRY: 28 Machinery except Electrical  
ISSUES: 474 Quality Management  
161 International Business  
228 Operations Management  
261 Production Processes

China Medium 1996 18 PAGES

AUTHOR: Klassen, R

CASE WRITER: Li L; Gleave T

#### CASE 9 - NAVISTAR: ENVIRONMENTAL MANAGEMENT (A)

Dan Uaszynski, environmental coordinator at the Chatham Assembly Plant of Navistar International Corporation, must develop a total waste management program which addresses both corporate waste reduction objectives and regulatory requirements. At the time of the case, a plant-wide waste audit had just been completed by an outside contractor in response to the introduction of provincial legislation, referred to as 3R Regulations. Dan must assess the competitive implications of different alternatives, design the program, decide which materials will be recycled, identify who will be involved in implementation, and take into account the reaction of different stakeholder groups.

TEACHING NOTE: 896D01

INDUSTRY: 30 Transportation Equipment  
ISSUES: 199 Manufacturing  
111 Environment  
228 Operations Management  
245 Pollution

Ontario, Canada Large 1994 15 PAGES

AUTHOR: Klassen, R

CASE WRITER: Johnson F

该新成立小组必须进行深入调查,降低用于多缸柴油机的某个部件的次品率。林必须决定小组人员构成、对哪些数据进行收集整理分析、问题的原因是什么、应该采取哪些行动。本案例与龙溪机械厂全面的质量管理体系联系密切,因此,应当鼓励学生对此进行评价,并改进质量管理模式。本案例是关于中国工厂进行质量管理的三个案例之一,可以单独使用,也可以与其他两个案例一起使用,其中B案例号为9A98D002, C案例号为9A98D003.

☞ P63

#### 案例 9 - Navistar国际公司: 环境管理

Dan Uaszynski 是Navistar 国际公司Chatham 装配厂的环境协调员,他必须考虑制定一个关于废弃物管理的方案——既包括降低工厂废品率,又包括制订相应的规章制度。案例中依据地方法规对工厂的废弃物进行了审计,违反了其中三项内容。Dan 必须进行方案评估,其中包括几个有内在联系的问题:哪种原料可以回收再利用、哪些人员可以提供方案、并估计有关人员的反应。

☞ P85