

Unit 1

- ✍ The old organisational models of the type: "order and control" are disappearing little by little although in some companies they continue working and achieving success. But nowadays methods much more opened to the participation of all the employees in the industry are being successful where there is enough space to be able to grow professionally and the opportunities to be able to express its opinion and its ideas are great.
- ✍ So that this can happen the direction of the company must make forget the employees the past and create a confidence frame where the employee feels like part of the organisation and feels a gear more of the company and forgets that a he is only a "worker".
- ✍ One of the strong points of this frame of confidence is the communication along with the information in all the directions and not only from upwards to downwards, but the communications must flow everywhere in all the company.

Unit 2

- ✍ A job that the ancient managers had forgotten is to use all the knowledge, all the information and all the intelligence of all the members of the company. And not only his own knowledge but only those of its collaborators; the Management is an ancient technique but it is now when it's obtaining effective results because the companies need more multipurpose people, bosses who are able to be effective and try to maximise the results of the company.

- ✍ The functions of these people are not limited to control and to direct a group of people with a policy of prizes and punishments like incentive for the employees.
- ✍ In the company, and more in the so hard existing industrial surroundings, one must be continuously planning, organising, executing to get objectives, but this is a continuous cycle where once you arrive at your goal you must have your eyes fixed already to a new goal.
- ✍ The concept of work is getting wider and wider, it's important to maximise the use of the facilities; of the machines, of the personnel, the necessary materials have to be used only for their purposes, and the periods of supplying must be readapted on time to be adjusted to our productive cycle, one must have new ideas and canalise the creativity, etc,...
- ✍ The companies fight to stay alive and not to disappear because of the market, of the competition, or of the own members of the organisation. The leaders must plan, define objectives, but all and each one of the members of the company will be those that must fight to obtain the objectives.

Unit 3.

- ✍ It isn't a very even subject in the Management of the Production. Every people, who have stepped on a factory, have watched the boss going to measure an employee with his table. This employee, or deliberately because he was getting nervous, did not make the activity normally. The measured time of this, was not the real one, therefore, the timekeeper with its criterion had to put the activity rate, he believed he had watched. The subject of the methods and times within any company has always been a hard point.

- ✍ The new techniques of analysis, after taking data recording in video with microcameras and crumbling each one of the actions that the worker makes while he is developing his task.
- ✍ A constant fight is always to try to reduce the times of the tasks, improving the method, using new machines, different product, etc...
- ✍ From here a recommendation, if in your company you do not have or you don't want to update the times of tasks, go to see a specialist and if he is not of your company, better because you will avoid having a headache.

Unit 4.

- ✍ Not only the Japanese and/or the Americans are able to implement technical as revolutionary as the JIT, to use Kan-Ban methods, the use of the MRP, or of MRP II, to use the robotics, etc. All this also can be done here, we must have the feet on the ground in order not to kill flies and to obtain optimal results, better than the obtained in the United States and Japan.
- ✍ The clients are demanding more and more and what it was valid for them yesterday it doesn't satisfy them any longer and they ask us for evolution. Therefore, the companies must be in a continuous advance in order not to remain offed-hook and to lose their place in their industrial sector.
- ✍ The Just In Time is within reach of all the companies, it is only necessary to want and to believe.

- ✍ The MRP is a simple technique that obtains spectacular results, the only problem was that many data are handled, which can vary in seconds, but nowadays with the actual computer science tools this problem doesn't exist any longer. Therefore, to comply with the delivery terms, we mustn't have any problem.

- ✍ Making improving times of preparation (SMED), improving cycles of production, making level the production tops, etc. The companies must be flexible, capable to make several types of products and to automate the necessary thing.

- ✍ Wastefulness must be eliminated, policies of purchases must be readjusted, the levels of materials stocks must be reduced and also the half-finished and the finished products. One has to fight to manage to be more competitive, to reduce costs in order to obtain not only a good product but also an optimal productive process.

- ✍ We have to dedicate time and effort not only to improve the products, but also the processes. If you have any doubt, answer any of these questions:
 1. Do you know what you win or loose in each product?
 2. Do you really control your costs?
 3. Do your clients press you about the delivery terms?
 4. Can you give immediate responses to your client about the delivery terms?
 5. Did you have to interrupt any productive process because of a material lack?
 6. Do you know which the bottle necks are?
 7. Do you know your current stock?

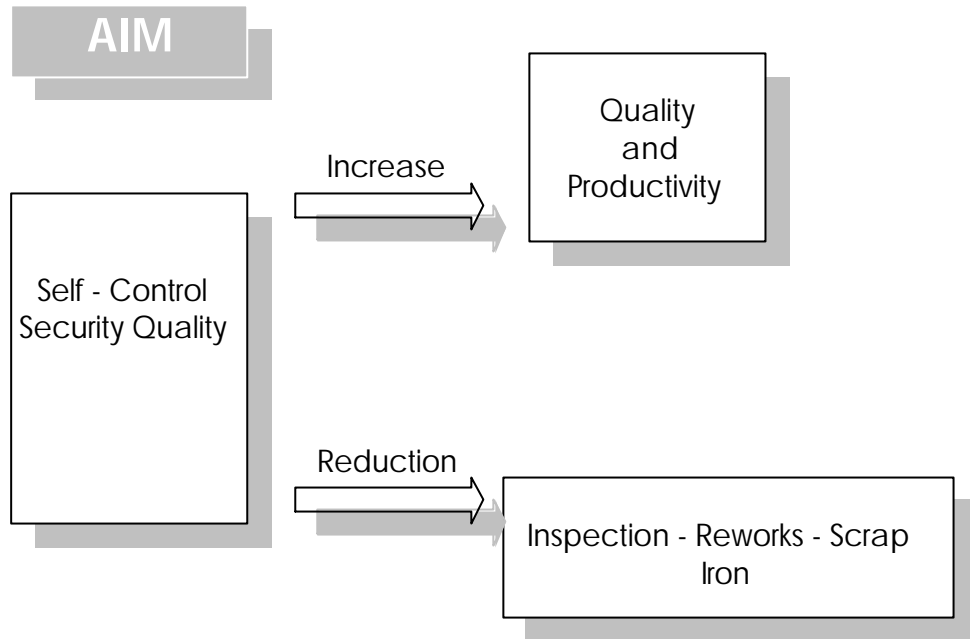
Unit 5.

- ✍ The quality is one of the arguments of sale that any enterprise uses with any product.

- ✍ But the word quality in the enterprises is associated to problems like: this material doesn't get through the minimal levels of quality, this product has many defects, if we have some deviations, etc...

- ✍ The new philosophies of the quality are based on involving all the employees of the company, obtaining that each one is able to make quality. The aim is to improve the productivity and the quality in the assembly plant. The increase of the quality and the productivity will be reflected in the final item and also the savings got from the reduction of the repair and the personnel inspection.

- ✍ The automatic control system is based on the following basic concepts:
 - ✍ The knowledge the workers must have.
 - ✍ Knowledge of the results of their own work.
 - ✍ Possibilities and conditions for the automatic control:
 1. Pre-control.
 2. Control during the manufacture or assembly.
 3. Post-control.



"To do it well to first".

✍ The intention is to prevent the faults by means of the application of automatic control procedures, avoiding the expensive system of inspection with its chain of verification. The basic concept of the automatic control is that the workers are responsible for the production of the quality, as long as the conditions are fulfilled:

1. To know which must do.
2. To know what it is being done.
3. To control what one is becoming.

Unit 6.

✍ The subject of the Motivation is one of the strongest ones in the management of the production because we do not only work with machines and methods, but also we have people and it is not possible to treat them as if they were objects.

- ✍ We are forced to put more attention in work, giving the opportunity to the staff to satisfy its higher necessities. the change resides in the attitude of the managers; the work can be a satisfaction source, it is possible to made work with pleasure and there can be other reasons but not only the economic ones.

- ✍ The Direction must facilitate the opportunity to satisfy needs of more high level. If this opportunity occurs, it will control considerably the person.

- ✍ There is the belief that the motivation is something that a person can do with something or with somebody, but the motivation is defined as that situation in which an internal controlled reason inspires the behaviour of the man. The motivation comes from the human being and it can't be imposed.

- ✍ Therefore, one has to be coherent and one must not be always going on about the same thing. The employees are the greatest capital that the companies have. If an organisation wishes to remain in the market, at these moments of economic turbulence, where the national unemployment is one of highest of all the times, the enterprise must collaborate with its employees looking for a great co-operation and self-motivation. This is because we all are in the same boat and we all wish that the organisation went to ahead.

- ✍ The aim of the controls in an enterprise must be to fight strongly in order to reach always the maximum results. Nowadays all the techniques that include the Departments of Human Resources are more effective than the promises of an economical compensation. It is not the law of the west in the company, and these techniques bring back an effect boomerang, creating envies, bad atmosphere. One underestimate his colleagues.

- ✍ A factor to consider is the dialogue with the union representative that must be near the enterprise and the workers so that both of them can combine efforts. The Eastern countries have followed this guideline, thus the enterprise thinks about the workers and these make an effort to make profitable their enterprise. We must realise that an employee spends more hours on his work than with his family. If we do not want to have an unmotivated group we must give them the maximum facilities so that they can feel comfortable.

- ✍ We thought about the importance of the motivation in the labour context and if we can apply the knowledge efficiently, our profits in the company will be seen immediately.