

ЭКЗАМЕНАЦИОННЫЙ БИЛЕТ № 14

4. Выполните анализ и реферирование текста «Lean management» (15 баллов)

In the middle of the eighteenth century, machinery started to replace craftspeople and their skills, and the era of mass production began. Increasingly, production moved into factories, where one specialized machine was able to do the job of many people. Factories became huge places, where large amounts of raw material and stock were stored, and manufacturing systems were fixed and inflexible. The concept of 'lean manufacturing' was developed in Japan in the middle of the twentieth century. It provides an alternative approach to mass production. With this approach, goods are developed and produced in a way that uses less time, effort, space, energy and investment. The operation responds quickly and is flexible, producing and ordering parts as they are needed. Materials flow constantly through the factory instead of being stored in large quantities. By removing as much excess or waste from the system as possible, the company is able to provide the customer with the best value at the end of the process. The ideas behind lean manufacturing were first developed by Toyota in the early 1950s for its car production system, the Toyota Production System. It is only more recently, however, that European and US companies have started to implement these ideas. Lean manufacturing is also sometimes referred to as 'continuous improvement', from the Japanese word kaizen meaning 'transforming value'. Lean manufacturing has prompted a return to an emphasis on people, skills and more personal commitment in the workplace. Many companies and other operations these days are smaller, with highly skilled and motivated employees working in teams. Lean is a term used widely now in business, and the term lean management now appears in different places and projects. In lean project planning, for example, long-term goals and objectives are still set, but are reviewed and changed more frequently. Key performers in the project are involved in planning the stages of the work and reflect on what they learn as the project unfolds. They then use that new knowledge to identify and solve problems as well as improving their own performance.