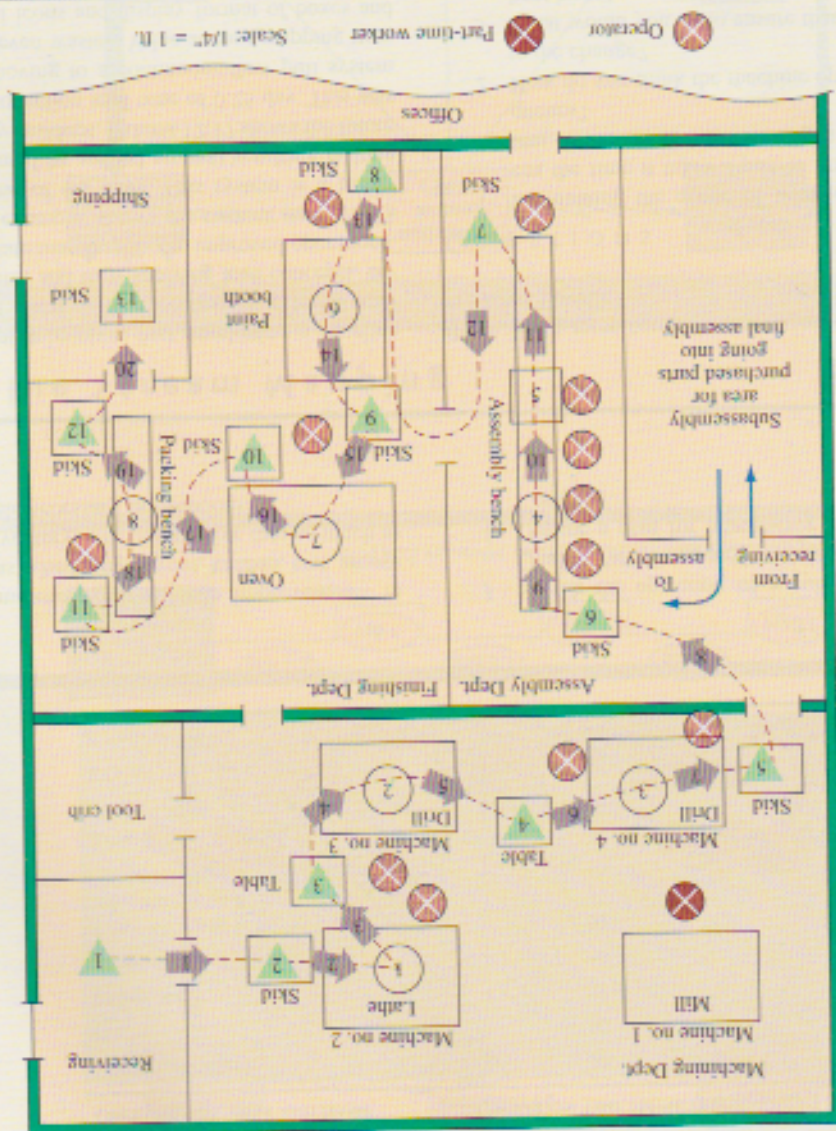


exhibit 12.14

Gizmo Production Flow



The manager of Quality Parts Company has been contemplating installing an automated ordering system to help control inventories and to "keep the skids filled." (She feels that two days of work in front of a workstation motivates the worker to produce at top speed.) She is also planning to add three inspectors to clean up the quality problem. Further, she is thinking about setting up a rework line to speed repairs. Although she is pleased with the high utilization of most of her equipment and labor, she is concerned about the idle time of

1 Which of the changes being considered by the manager of Quality Parts Company are counter to the lean philosophy?

Questions

the milling machine. Finally, she has asked the industrial engineering department to look into high-rise shelving to store parts coming off machine 4.