

# **Url~gsAlternatives To Lean Production Work Organization In The Swedish Auto Industry**

**Christian Berggren**

*Alternatives to Lean Production* Christian Berggren, 2019-01-24 The Swedish auto industry has developed a distinct production design and work organization, exploring alternatives to the assembly line and to the traditional shop-floor hierarchy, with a model of teamwork that increases independent decision making and elicits strong union commitment. Berggren evaluates in detail the reorganization of work within the Swedish auto industry from 1970 to 1990. In his introduction to the new edition, he explores the significance of Volvo's decision to close its two most innovative plants.

**The Volvo experience** Christian Berggren,

*The Volvo Experience* Christian Berggren, 1993-01 Provides an evaluation of the re-organization of work within the Swedish auto industry. The Volvo experience is commonly invoked in the discussion of new production concepts. Berggren frames his analysis of the Swedish case through a critique of the Japanese model.

Enriching Production Åke Sandberg, 1995 This text aims to present and discuss the innovative Volvo Uddevalla plant, comparing it to other plants - Japanese lean ones and others. The starting point for the book is Volvo's dramatic decision to close its Uddevalla and Kalmar plants, and the debate that followed this decision, both in Sweden and abroad. Both plants were pioneers of the possibilities to unite productivity and the good work, but, following the announcement of their closure, researchers and practitioners in the field of industrial organization from many countries asked why they closed, how they compared with other production concepts, and whether we now see an end of an alternative to Japanese lean production.

After Lean Production Thomas A. Kochan, Russell D. Lansbury, John Paul MacDuffie, 2018-09-05 Nearly every country that produces cars views the automobile industry as strategically important because of its direct economic significance and because it serves as a bellwether for innovation in employment conditions. In this book, industrial relations experts from eleven countries consider the state of the industry worldwide. They are particularly interested in assessing whether the loudly heralded model of lean production initiated by Toyota has become pervasive. The contributors focus on employment practices: the way work is organized, how workers and managers interact, the way worker representatives respond to lean production strategies, and the nature of the adaptation and innovation process itself.

*Lean Work* Steve Babson, 1995 Examines the controversial Japanese model of lean production and its impact on work and workers in the global auto industry.

**Sociology of Organizations** Mary Godwyn, Jody Hoffer Gittel, 2011-06-28 A collection of both classic and contemporary studies of organizations that is designed around competing theoretical frameworks, this book examines organizations with attention to structure and objectives interactions among members and among organizations, the relationship between the organization and its environment, and the social significance or social meaning of the organization.

*The End of the End of Good Work?* , 2004 In recent years, assembly lines have been reintroduced in the Swedish automotive industry and, in many cases, have replaced those so-called alternative assembly systems which had their roots in the 1970s. This paper reviews and evaluates some explicit reasons given

for the return to the assembly line. It also considers whether the decisions to replace alternative assembly systems with assembly lines may have been driven by other factors and mechanisms than those implicit in these arguments and, if so, what other factors could explain their reintroduction. There is also a discussion of which di.

*Working in Restructured Workplaces* Daniel B. Cornfield, Karen Campbell, Holly McCammon, 2001-07-27 *Working in Restructured Workplaces* addresses contradictory influences in contemporary workplace restructuring, its impact on workers' lives, and the direction and nature of future changes in the workplace. This authentic collection of sociological thought and research consists of previous works in *Work and Occupations* and some commissioned specifically for this book to focus on the nature, causes, and consequences of workplace restructuring.

**Just Another Car Factory?** James Rinehart, Christopher Huxley, David Robertson, 2018-09-05 This study of CAMI Automotive, a unionized joint venture between General Motors and Suzuki, is the most comprehensive ever undertaken of a lean production plant. James Rinehart, Christopher Huxley, and David Robertson address a topic that has inspired fierce debate in industrial relations, sociology, labor studies, and human resource management. Heralded as a model of lean production when it opened in 1989, CAMI promised workers something different from traditional plants—a humane environment, empowerment, and cooperative labor-management relations. However, the enthusiasm workers felt during the orientation and early phases of production steadily declined, as did their involvement in participatory activities. Workers came to describe CAMI as just another car factory. Union challenges and shopfloor resistance to key elements of the lean system grew, capped by a five-week strike in 1992. The authors attribute workers' disillusionment to lean production itself rather than to North American managers' inadequate implementation.

**Automotive Production Systems and Standardisation** Constanze Clarke, 2006-03-30 In January 2000, Mercedes-Benz started to implement the Mercedes-Benz Production System (MPS) throughout its world-wide passenger car plants. This event is exemplary of a trend within the automotive industry: the creation and introduction of company-specific standardised production systems. It gradually emerged with the introduction of the Chrysler Operating System (COS) in the mid-1990s and represents a distinct step in the process towards implementing the universal principles of lean thinking as propagated by the MIT-study. For the academic field of industrial sociology and labour policy, the emergence of this trend seems to mark a new stage in the evolution of the debate about production systems in the automotive industry (Jürgens 2002:2), particularly as it seems to undermine the stand of the critics of the one-best way model (Boyer and Freyssenet 1995). The introduction of company-level standardised production systems marks the starting point of the present study. At the core of it is a case study about the Mercedes-Benz Production System (MPS).

*Becoming Lean* Jeffrey K. Liker, 1997-11-12 What is Lean? Pure and simple, lean is reducing the time from customer order to manufacturing by eliminating non-value-added waste in the production stream. The ideal of a lean system is one-piece flow, because a lean manufacturer is continuously improving. Most other books on lean management focus on technical methods and offer a picture of how a lean system should look like. Other books provide snapshots of

companies before and after lean was implemented. This is the first book to provide technical descriptions of successful solutions and performance improvements. It's also the first book to go beyond snapshots and includes powerful first-hand accounts of the complete process of change; its impact on the entire organization; and the rewards and benefits of becoming lean. At the heart of *Becoming Lean* are the stories of American manufacturers that have successfully implemented lean methods. The writers offer personalized accounts of their organization's lean transformation. You have a unique opportunity to go inside the implementation process and see what worked, what didn't, and why.

**Confronting Change** Huberto Juárez Núñez, Steve Babson, 1998 Autoworkers find themselves in a rapidly changing world as transnational corporations seek new forms of work organization and new boundaries for a North American auto industry. Inside the factory, management pursues new models of lean production that require workers to produce more with less—less time, less support, less material—in an atmosphere of accelerated and intensified labor. Outside the factory, freetrade policies and regional investment strategies widen the reach of transnational corporations, creating new opportunities in Mexico, Canada, and the U.S. for pitting worker against worker in a mutually destructive competition for jobs. In *Confronting Change*, researchers from a diverse range of universities and unions explore the impact of these changes on work and workers. The case studies and analyses show the wide range of potential outcomes as workers struggle to become actors, rather than victims, in the emerging North American auto industry.

**Transforming Automobile Assembly** Koichi Shimokawa, Ulrich Jürgens, Takahiro Fujimoto, 1997-01-16 For the world's leading car-makers, the early 1990s brought radical changes. The reports published by MIT shocked management in European and American industries. Former major companies had to face consequences no one had expected. The assembly-lines were reorganized in order to achieve higher quality at lower costs. Five years after the MIT report, this book poses the question: What are the results of this revolution in work organization? Scientists and practitioners, many of them involved in earlier reports, evaluate the changes to the automotive industry in Europe and Japan. An insight into recent concepts in automation and the organization of production.

Lean Production and Beyond International Institute for Labour Studies, 1993 Japanese system of management and production, industrial organization, quantity, quality and location of employment, ecological dimensions.

Operations Management with Companion Website with GradeTracker Student Access Card Nigel Slack, Stuart Chambers, Robert Johnston, 2006-12 Sheds light on the authors' comprehensive, practical and strategic view of operations management with over 100 contemporary and international examples of operations in practice, as well as providing critical commentaries on areas of academic contention and professional debate.

Lean Assembly Michel Baudin, 2020-10-28 With examples drawn from aerospace, electronics, household appliance, personal products, and automotive industries, *Lean Assembly* covers the engineering of assembly operations through: Characterizing the demand in terms of volume by product and product family, component consumption, seasonal variability and life cycle. Matching the physical structure of the shop floor to the demand with the goal of approaching takt-driven production as closely as possible. Working out the

details of assembly tasks station by station, including station sizing, tooling, fixturing, operator instructions, part presentation, conveyance between stations, and the geometry of assembly lines as a whole. Incorporating mistake-proofing, successive inspection, and test operations for quality assurance. Lean Assembly differs from most other books on lean manufacturing in that it focuses on technical content as a driver for implementation methods. The emphasis is on exactly what should be done. This book should be the dog-eared and penciled-in resource on every assembly engineer's desk.

Elements of Lean Manufacturing James Tallant, 2011-02-21 Essay from the year 2010 in the subject Business economics - Supply, Production, Logistics, grade: 95.00, University of Phoenix, course: ISCOM 472 Lean Enterprise, language: English, abstract: In the current business environment, organizations attempt to find ways to improve productivity, sales, and financial health. Many of these organizations are turning to lean enterprise or lean manufacturing to help them. Lean systems link organizations' core competencies with its suppliers through internal and external interactions through various processes focusing on eliminating "waste through designing and improving work of activities, connections, and flows" (Flinchbaugh, n. d., p. 2, para. 2). This paper will discuss elements of lean manufacturing used by Harley Davidson Motor Cycle Company. This paper addresses several topics: various lean core concepts, which elements are required to move toward a lean environment, organizational vision, and how lean manufacturing supports an organization such as Harley Davidson's vision.

**The End of New Industrial Relations?** William K. Roche, 1999

**The Psychology of Lean Improvements** Chris A. Ortiz, 2012-05-17 Fear of change—we all experience it. Some accept change immediately, some gradually adapt, while others may never get there. Whether it's poor leadership, the inability to change, or pure ego, this Shingo Prize-winning book explores this perplexing commitment to inefficiency. Winner of a 2013 Shingo Prize! **The Psychology of Lean Improvements: Why Organizations Must Overcome Resistance and Change the Culture** examines the psychology behind why businesses avoid Lean transformations. It investigates why businesses cling to the eight deadly wastes and why they still find ways to place continuous improvement on the back burner. Frequently sought out for his expertise in Lean manufacturing, Chris Ortiz has been featured in a number of trade publications and on the television show Inside Business with Fred Thompson. In this book, Mr. Ortiz breaks down the fear of change within executives and organizational leaders. He examines the psychology of dysfunction, provides insight into why so many businesses fall short in creating visions for growth and prosperity, and identifies tools that can help you address resistance to change. Detailing implementation techniques with a proven track record for success, the book considers specific strategies that can be helpful towards improving your company and changing its culture—including cellular manufacturing, total productive maintenance, setup reduction, Kanban, visual communication, and in-line production. It explains how to get started on your Lean transformation, describes why an economic downturn might be a good time to embrace Lean, and warns of the dangers behind failing to do so. Chris A. Ortiz is the founder and president of Kaizen Assembly, a Lean manufacturing training and implementation firm in Bellingham, Washington. Watch Chris being interviewed on Inside Business with Fred Thompson on CNN Headline News.

(<http://www.youtube.com/watch?v=LMm3fVsbPtM>)

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