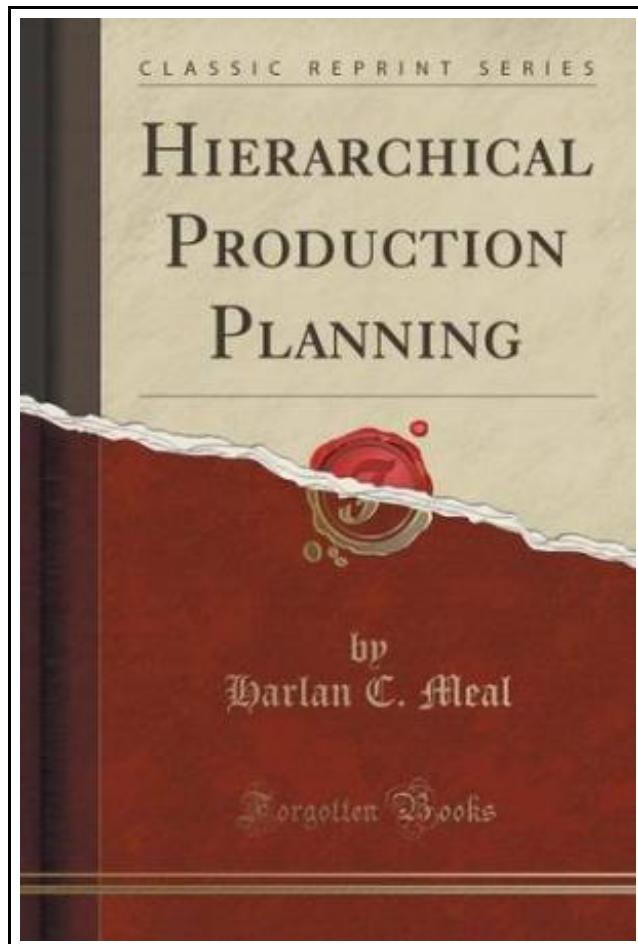


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Forgotten Books, United States, 2015. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book ***** Print on Demand *****.Excerpt from Hierarchical Production Planning An information system that is inappropriate for the manufacturing operation where it is installed can be a source of serious difficulties. In one case, the mismatch between the needs of the operation and the characteristics of the manufacturing information system nearly pushed a company into bankruptcy. The electronics instruments produced by the company were changing rapidly. New versions of older instruments were frequently introduced and new ways of performing functions would lead to entirely new products. A single instrument could be built in many different variations. There were several different input and output connectors and several voltage and frequency possibilities for power. In addition, the panels could be customized to meet a particular customer's needs or desires. In the face of the rapid rate of product change and a company practice of tailoring products to meet the customer's desires, the firm attempted to install and operate a material requirements planning system with a planning horizon equal to the longest of its parts procurement and assembly lead times- 56 weeks (16 weeks for manufacturing, 40 weeks for the longest parts procurement). The system was regenerated (updated) every four weeks. The sales department, under protest, provided fifty-six weeks of sales projections, by item, including custom variations. Having done that, they insisted on being allowed to change their projections when the system was updated four weeks later. At that updating, it was apparent that part of the new master schedule was not feasible, that the needed parts could not be obtained in time to allow normal manufacturing lead times. At the insistence of the sales department, the manufacturing people agreed to do their...

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