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**A SIMULATION STUDY OF THE EFFECTS OF APPLYING JIT  
MANUFACTURING TECHNIQUES IN A JOB SHOP ENVIRONMENT  
WITH KANBAN-BASED PRODUCTION CONTROL**

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## ABSTRACT

Just-in-Time (JIT) manufacturing has long been considered effective for improving the performance of job shop manufacturing. For application in a job shop environment, the most often suggested JIT techniques include: cellular manufacturing, processing and transporting parts one at a time (i.e. single-unit production and conveyance), demand-pull production control with the Kanban (i.e. a visual signal ), employing faster material handling facilities, and reducing the variability of setup / processing time.

However, how and to what extent these suggested JIT techniques can affect the performance of job shop manufacturing is still not well explored. Accordingly, the motivation behind this study was to gain more understanding of the effects of implementing the suggested JIT techniques on the production performance in a job shop environment. Two simulation experiments were carried out to investigate the effects of five influential factors that are related to the application of the JIT techniques in a job shop.

The findings through this study show that functional layout was more suitable for a Kanban-controlled job shop when the achievable amount of setup time reduction through the use of cellular manufacturing was small. On the other hand, if a large setup time reduction was achievable through cellular manufacturing, cellular layout should be adopted. As for a medium amount of setup time reduction achievable through cellular manufacturing, the performances for the two layouts were similar, except that cellular layout was more suitable with a medium to low setup time variability.

Although the use of single-unit production and conveyance (SUPC) in cellular layout had been emphasised by many JIT proponents, we found that SUPC was only suitable for a Kanban-controlled job shop with unidirectional intra-cell production flow and a large amount of setup time reduction achievable through cellular manufacturing.

The effects of material handling speed and variability of setup / processing time were not as essential as those of other influential factors. Therefore, to attain better performance for job shop manufacturing with Kanbans, employing faster material handling facilities and reducing setup / processing time variability should only be considered after the selection of appropriate shop layout and production flow patterns.

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## TABLE OF CONTENTS

<b>Abstract</b>	<b>ii</b>
<b>Acknowledgements</b>	<b>iv</b>
<b>Table of Contents</b>	<b>v</b>
<b>Chapter 1 Introduction</b>	<b>1</b>
1.1 Characteristics of Job Shop Manufacturing	1
1.2 The Need for Reforming Job Shop Manufacturing	3
1.3 JIT Techniques for Reforming Job Shop Manufacturing	4
1.4 Purposes of this Research Project	5
<b>Chapter 2 Advantages of Adopting JIT Manufacturing Techniques in Job Shop Environments</b>	<b>8</b>
2.1 Adopting Cellular Manufacturing	9
2.2 Employing Single-Unit Production & Conveyance and Faster Material Handling Facilities	11
2.3 Implementing Demand-Pull Production Control with Kanbans	12
2.4 Reducing the Variability of Setup and Processing Times	15
<b>Chapter 3 Implementation of the Kanban System in Job Shop Environments</b>	<b>17</b>
<b>Chapter 4 Research Questions to be Answered by This Study</b>	<b>21</b>
<b>Chapter 5 Design of the Experimental System</b>	<b>24</b>
5.1 Design of the Operation Sequences of the Parts Manufactured	24
5.2 Cell Configuration Design for the Cellular Layouts	27
5.2.1 Cell configuration design for the cellular layout with backtracking flow allowed	28
5.2.2 Cell configuration design for the cellular layout with unidirectional flow	37

5.3	Configuration Design for the Functional Layout	45
5.4	Design of the Shop Layout	46
5.4.1	Preparation of the flow relationship diagrams	47
5.4.2	Preparation of the space relationship diagrams	50
5.4.3	Determination of the inter-cell / department and intra-cell travelling distances	52
5.5	Design of the Shop Operations	54
5.5.1	Arrival of jobs	54
5.5.2	Production control using a hybrid push/pull Kanban system	57
5.5.3	Processing of jobs	61
5.5.4	Material handling speed settings	63
<b>Chapter 6</b>	<b>Design of the First Set of Experiments</b>	<b>67</b>
6.1	Selection of the Independent Variables and Their Levels to be Investigated	68
6.2	Selection of the Dependent Variables to be Measured	70
6.3	Selection of the Appropriate Statistical analyses of the Simulation Output	71
6.3.1	Statistical output analyses by the <i>F</i> -test	71
6.3.2	Statistical output analyses by the planned comparison	72
<b>Chapter 7</b>	<b>Development and Operation of the Simulation Model for the First Set of Experiments</b>	<b>76</b>
7.1	Selection of the Simulation Language	76
7.2	Development / Coding of the Simulation Model	78
7.2.1	Description of the preamble	78
7.2.2	Description of the main program and related routines	84
7.2.3	Description of the machines-level model	87
7.2.4	Description of the workstation-level model	93
7.2.5	Description of the cell-level model	99
7.2.6	Description of the shop-level model	104
7.3	Verification of the Simulation Model	108
7.4	Running the Simulation Program	109

7.4.1	Determination of the initial transient period	110
7.4.2	Determination of the numbers of conveyance Kanban-container sets	112
7.4.3	Determination of the simulation run length (replications)	117
7.4.4	Performing the production simulation runs	119
<b>Chapter 8</b>	<b>Analyses and Discussion of the Simulation Results for the First Set of Experiments</b>	<b>120</b>
8.1	Simulation Results and Discussions for the High PFSRF level	120
8.1.1	Discussions of the simulation output presented in bar charts	120
8.1.2	Discussions of the results of overall $F$ -tests and planned comparisons	125
8.2	Simulation Results and Discussions for the Medium PFSRF Level	130
8.2.1	Discussions of the simulation output presented in bar charts	130
8.2.2	Discussions of the results of overall $F$ -tests and planned comparisons	132
8.3	Simulation Results and Discussions for the Low PFSRF Level	136
8.3.1	Discussions of the simulation output presented in bar charts	137
8.3.2	Discussions of the results of overall $F$ -tests and planned comparisons	139
<b>Chapter 9</b>	<b>Design and Execution of the Second Set of Experiments - For Investigating the Effects of the Variability of Setup and Processing Times</b>	<b>146</b>
9.1	Design of the Experimental System	147
9.2	Selection of the Independent Variables and Their Levels to be Investigated	147
9.3	Selection of the Dependent Variables to be Measured	149
9.4	Settings of the Material Handling Speed	150
9.5	Selection of the Appropriate Statistical Analyses of the Simulation Output	151
9.5.1	Statistical output analyses by the $F$ -test	153
9.5.2	Statistical output analyses by the planned comparison	153
9.6	Development and Operation of the Simulation Model	154



<b>Chapter 10 Analyses and Discussions of the Simulation Results for the Second Set of Experiments</b>	<b>156</b>
10.1 Simulation Results and Discussions for the High PFSRF level	156
10.1.1 Discussions of the simulation output presented in bar charts	156
10.1.2 Discussions of the results of overall <i>F</i> -tests and planned comparisons	160
10.2 Simulation Results and Discussions for the Medium PFSRF Level	165
10.2.1 Discussions of the simulation output presented in bar charts	165
10.2.2 Discussions of the results of overall <i>F</i> -tests and planned comparisons	168
10.3 Simulation Results and Discussions for the Low PFSRF Level	174
10.3.1 Discussions of the simulation output presented in bar charts	175
10.3.2 Discussions of the results of overall <i>F</i> -tests and planned comparisons	178
<b>Chapter 11 Conclusions</b>	<b>187</b>
11.1 Effect of Shop Layout and Production Flow Patterns	188
11.1.1 Comparison between the cellular layout and the functional layout	189
11.1.2 Comparison between the cellular layouts with unidirectional flow and those with backtracking flow allowed	191
11.1.3 Comparison between the cellular layouts with SUPC and those with BPC	193
11.2 Effect of Material Handling Speed	194
11.2.1 Conclusions for the high PFSRF level	195
11.2.2 Conclusions for the medium PFSRF level	195
11.2.3 Conclusions for the low PFSRF level	196
11.3 Effect of the Variability of Setup and Processing Times	196
11.3.1 Conclusions for the high PFSRF level	197
11.3.2 Conclusions for the medium PFSRF level	198
11.3.3 Conclusions for the high PFSRF level	199
11.4 Effect for the Extent of Setup Time Reduction Achievable through Cellular Manufacturing	200
<b>Chapter 12 Managerial Implications and Recommendations</b>	<b>202</b>
12.1 Managerial Implications	202

12.2	Recommendations for Industrial Applications	205
12.2.1	Vulnerability of the Kanban-based systems to disturbances	205
12.2.2	Incorporate the planning of cellular manufacturing in TQM activities	205
12.2.3	Using simulation and statistical methods correctly	206
12.3	Recommendations for Future Research Work	208
12.3.1	Investigating the effects of setup times and the setup to processing time ratio	208
12.3.2	Investigating the influence of setup time reduction by improving setup operations	209
12.3.3	Assessing the importance of influential factors using fractional factorial design	209
	<b>References</b>	<b>212</b>
	<b>Appendixes</b>	
Appendix 1	From-To Charts for the Various Shop Layouts	217
Appendix 2	Flow-of-Material Intensities for the Various Shop Layouts	219
Appendix 3	Flow Relationship Diagrams for the Various Shop Layouts	223
Appendix 4	Space Relationship Diagrams for the Various Shop Layouts	226
Appendix 5	Inter-Cell / Department and Intra-Cell Travelling Distance Matrices	229
Appendix 6	Dependent Variable Moving Average Plots for the First Set of Experiments	245
Appendix 7	Numbers of Intra-Cell and Inter-Cell Conveyance Kanbans	247
Appendix 8	Summary of the Simulation Output for the First Set of Experiments	260
Appendix 9	Summary of Overall <i>F</i> -test Results for the First Set of Experiments	269
Appendix 10	Results of Planned Comparison for the First Set of Experiments	271
Appendix 11	Dependent Variable Moving Average Plots for the Second Set of Experiments	277
Appendix 12	Summary of the Simulation Output for the Second Set of Experiments	279

Appendix 13	Summary of Overall $F$ -test Results for the Second Set of Experiments	288
Appendix 14	Results of Planned Comparison for the Second Set of Experiments	290
Appendix 15	List of Publications	296