

Welding Management – Techniques for Welding leadership John M. Menhart, P. E., and Donald L. Lynn, P. E.

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115 Pages-

This is a unique book in some ways. Probably the only book to deal with such a topic. No graphs, no tables and all 115 pages with written text only. Though the book deals with a number of technical aspects, it is from a different angle.

The authors, both experienced welding professionals and involved with the activities of Edison Welding Institute, MEMJ training programmes, indicate that this book "is an effort to blend business management approaches to welding operation needs, to provide the explanation and the "how to" necessary for welding operations management to succeed..... ultimately giving an effective tool to improve the productivity and competitiveness of welding operations". Very vital and many times overlooked ones -- Aren't they? In this respect the book gains immense importance.

There are 9 chapters. The first one brings out the importance of paying due attention to welding activities as normally welding activities receive a passive approach from the manage-

ment. The authors emphasise that quality, traceability go hand in hand with welding management. There is a need to understand the effects of welding quality on the total business and there is a need to separate the art portion from welding by automating the processes. The authors put that machining industry is 50 years ahead of welding and has successfully eliminated art portion from its operations and relies more on science. Quick deliveries, JIT management have made lesser time available for rework and a proper weld management system can ensure quality first time every time.

The book discusses the subject from four angles. Quality, cost, throughput and safety which are universal to all processes and industries. Before a detailed discussion on each topic an illustrative study has been included to bring out the relevance of these aspects to the overall performance of the company.

Each of these elements has been treated separately in a chapter. Each

element i.e., Quality, throughput, cost and safety involves two steps: (a) establishing standards and (b) measuring and comparing the results to the objectives.

Quality is the formation for welding management plan. It calls for properly defining standards, product specification, customer requirements, design requirement-specifications, welding specifications, manufacturing requirements, quality assessment requirements. To make the system effective there should be proper communication, cause and corrective action. Cost of quality should also be measured to monitor total cost. The details given in these areas are very specific and require careful consideration in any welding shop.

Weld cost measurement and control is another vital area, effective control of which can contribute to the profitability of the company. The book describes various areas requiring attention and explains how product, design, welding, manufacturing, pro-

duction specification/requirements can influence the weld cost. The weld cost is closely linked to throughput cost also.

Effective throughput is another area of effective welding management. It is the actual performance as compared to the committed delivery dates. In simple terms how much time is actually taken to deliver as compared to the commitment made. The book discusses various areas that can affect this schedule.

It is interesting to observe that the authors give lot of importance to safety - normally a neglected area. A separate chapter is devoted to this.

The book concludes with chapters on continuous improvement and positioning for the future which attempt to bring out that this job is not a one time job but calls for a continuous analysis and implementation.

A study of this book will not only

reveal that most of the aspects are probably well known to every experienced welding personnel but also how easily they have been forgotten resulting in cost over-run, very long delivery periods, unsatisfactory quality etc. The book has a good relevance particularly in today's Indian Industrial scenario where just-in-time supply, right quality, minimum cost are the buzz-words. A proper understanding from the management angle can go a long way in achieving these objectives.



A REQUEST FROM EDITOR

Dear Readers,

We invite you to send articles on Welding and Allied Technology for publication in the forthcoming issues of the Indian Welding Journal, as per guidelines given below.

Your article should be neatly types on Electronic Typewriter in double spacing in A4 size paper. All photographs should be of 140 x 85 mm. Sketches and Graphs are to be neatly drawn on tracing paper with 25mm margin on all sides. Sketches, Graphs, Photographs (black & white) should be serially numbered with appropriate reference in the body of the paper.

Your early response on this matter will be appreciated.

Regards

— Editor