
美的公司某车间热水壶生产线平衡的改善

摘 要

本文针对美的公司某车间热水壶生产线的产线布局、操作人员过多、线上在制品过多等问题进行平衡改善。运用程序分析、动作分析等方法对产线进行平衡改善。首先对原产线使用 MOD 法进行分析，发现 MOD 法分析偏差过大，于是改用工序分析、流程程序分析对产线进行整体分析，然后对各工序作出作业分析。最后总结出产线中存在的多种问题，从产线实际情况出发，运用生产线平衡的方法对生产线的各流程程序、工序进行合理改善，最终到达生产线平衡率由原来 21% 提高到 54.17%，工序从原来的 26 道减少到 17 道，操作人员从原来的 31 人减少了 13 人，节省了生产成本，提高了生产线平衡率。

关键词：生产线平衡；流程程序分析；作业分析

ABSTRACT

This paper aims at the balance improvement of the production line layout, too many operators and too many in-process products in a workshop of Midea. Using program analysis, action analysis and other methods to improve the balance of production line. First of all, MOD method is used to analyze the original production line, and it is found that the deviation of MOD method is too large, so process analysis and process program analysis are used to analyze the production line as a whole, and then operation analysis is made for each process. Finally, the problems in the production line are summarized. Based on the actual situation of the production line, the process procedures and processes of the production line are reasonably improved by using the method of production line balance. Finally, the balance rate of the production line is increased from 21% to 54.17%, the number of processes is reduced from 26 to 17, and the number of operators is reduced from 31 to 13. It can save production cost and improve the balance rate of production line.

Key words : Production line balance; process program analysis; operation analysis

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