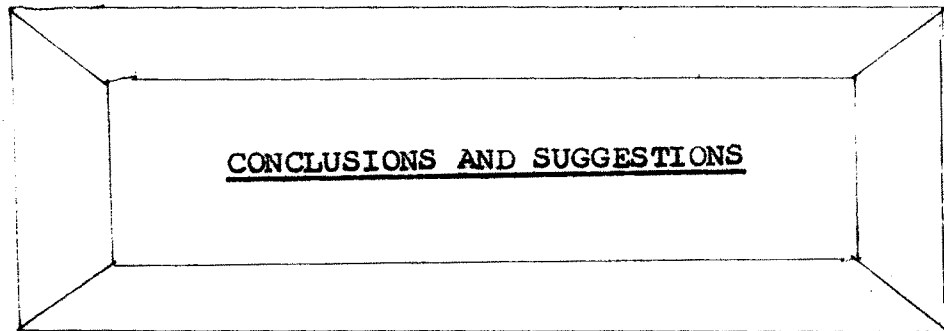


CHAPTER - V



CONCLUSIONS AND SUGGESTIONS

CHAPTER - VCONCLUSIONS AND SUGGESTIONS

This chapter highlights the conclusions drawn on the basis of survey and suggestions given in the light of the conclusions.

The survey findings indicate some of the lacunas existing in the units under study with regard to the production planning and control. It is noted that majority of the units are lacking in preparing production plan. The sales forecasting is done on the basis of judgement and intuition, rather than an objectivity basis. Majority of the firms are not doing proper product research and development. The plant layout is improper in some of the units. Drawbacks are also observed regarding the purchasing function and store keeping which seems to be unscientific. The material handling system is again not standardised. Finally 80% of the firms do not carry out time and motion study.

Considering the above facts to minimise the deficiencies and to enhance the efficiency of the organisations under study the following suggestions would be made.

PRODUCTION PLANNING :

Considering the forecast and ones own strengths and weaknesses the feasible production planning should be prepared,

while doing so the production manager or incharge should take the assistance and opinions of the various departmental heads to know the constraints prevailing by which optimization can be achieved with the given constraints.

#### SALES FORECASTING :

As the plans of each and every department is dependent upon the forecasting, this needs to be considered. While undertaking the sales forecasting the objectives should be made very clear, the accurate, unambiguous information and data should be collected, the various factors influencing the sales forecasting be considered such as change in tastes, fashions etc. and finally the proper method of forecasting should be used as per the nature of product of the situation demands.

#### PLANT LAYOUT SYSTEM :

The survey reveals that majority of the firms give stress on the plant layout aspect but the observations during survey indicate the various elements of plant layout has been neglected by these very firms. To maintain consistency and proper speed in flow of production, to utilise human and machine power and the available space maximally, a proper plant layout system should be adopted. For achieving the above objectives the various aspects should be borne in mind such as the type and

volume of production, nature of machinery, legal formalities, place of erection of work and service station, place of establishment of inspection department, internal transport system etc.

PURCHASING FUNCTION :

It is observed in 50% of firms that the purchasing activity being carried out in an informal way i.e. without much use of purchasing documents, purchase procedure etc. In such a case it would be suggested that first of all to have proper information in the future, various purchase documents should be made use of such as, purchase requisition form, follow up form, rejection form etc. at the same time while making any purchases the various factors should also be considered such as price of materials, quality and the cost of purchasing.

STORE KEEPING :

During the survey it was noted that 24% of the firms did not use the material requisition note, while 40% firms did not maintain the Bin Cards and store ledger accurately and 32% of the firms are not doing the codification and classification of materials, the materials were seen to be occupying some corners exposed to weather conditions without proper protection and lot of damage and obsolescence. To overcome the above obstacles the location of the store should be carefully decided and planned so

as to ensure maximum efficiency. The location should depend upon the nature and value of items and the frequency with which the items to be received and issued, all the departments should have an easy access to the stores. The materials should be stored in a safe and convenient manner by which they are immediately available. The issue of materials should be done against authorised requisitions only. The records of all the receipts, issues and balance on hand should be maintained, for the proper recording purpose Bin cards and stores ledger should be made use of, finally, the physical stock taking should be done periodically to verify the materials received and issued and the balance in hand and accordingly the purchase department must be intimated about the materials required in the store.

#### MATERIAL HANDLING SYSTEM :

In 30% of the firms the material handling method and equipments of material handling was not satisfactory. To reduce the cost of handling and wastage of material, first of all the material handling system should be, as far as possible, in a straight line. While erecting a material handling system and selecting material handling equipment it is necessary to consider all the factors affecting it such as, manufacturing process, plant layout system, volume and type of product and the cost of handling.

TIME AND MOTION STUDY :

One of the objectives of the present study was to find out how many of the organisations use time and motion study. It was observed that 80% of the firms do not use the time and motion study technique nor they are aware of its importance. Out of informal discussions it was brought to the notice they are not very hard and fast about the production time required for a particular job or operation. The foreman or production manager or incharge admit the fact there are variations in production time from one day to the other which is tolerable. These organisations can very much think of identifying the standard time required for a particular job or operation so as to utilise the man and machine capacity fully. These units can think of conducting the time and motion study and set standards to the workers accordingly. In case of inability to conduct the time and motion study on their own. They can take the assistance from Kolhapur Productivity Council, Kolhapur Engineering Association Small Industries Service Institute, Kolhapur etc.

PRODUCTION CONTROL :

For perfect and accurate control on production function, every firm should apply tools of production control scientifically i.e.

A) ROUTING :

Every firm should prepare production route scientifically

before starting the production. For easy routing every firm should prepare and use route sheets, and also apply scientific procedure of routing.

B) SCHEDULING :

Every firm should prepare schedule of its production function. For easy control and supervision, every one should use schedule control charts.

C) DESPATCHING :

Every firm should use despatching forms for completing the despatching function efficiently.

D) FOLLOW UP :

Every firm should adopt all types of follow up like materials, assembly, erection, finished goods etc.

In conclusion on the basis of the findings, the selected units need some constructive changes to improve the efficiency of production planning and control function so as to achieve the objectives, the above mentioned suggestions should be taken in to consideration emphasising on the need for a change in the attitude of the managers. The changing requirements and environments in the market calls for a continuous survey to study the customers changing needs and wants. Simultaneously the entrepreneurs should be adaptive to this dynamic situation.