

## REFERENCES

- Alibaba.com. (1999-2007). **Die Set (Shenzhen Lehuahang Mould Co., Ltd.,China)** [Online]. Available from: [http://szlehua.en.alibaba.com/product/50208851/51148889/Mould\\_Bases/Die\\_Set/showimg.html](http://szlehua.en.alibaba.com/product/50208851/51148889/Mould_Bases/Die_Set/showimg.html) [17 March 2007]
- Bovey, W. H. and A. Hede. (July, 2001). Resistance to organizational change: the role of cognitive affective processes. **Leadership & Organization Development Journal** 22 (8): 372-382.
- Burnes, B. (Sep., 2004). Kurt Lewin and the Planned Approach to Change: A Re-appraisal. **Journal of Management Studies** 41 (6): 977-1002.
- Chapman, A. (1995-2006). **Effective delegation skills, delegating techniques, process, tips for effective delegation and delegation training** [Online]. Available from: <http://www.businessballs.com/delegation.htm> [14 November 2006]
- Brannemo, A. (2006). How does the industry work with sourcing decisions? Case study at two Swedish companies. **Journal of Manufacturing Technology Management** 17 (5): 547-560.
- Garg, P., and R. Rastogi. (2006). New model of job design: motivating employees' performance **Journal of Management Development** 25(6): 572-587.
- Hofstede, G. (1967-2003). **Geert Hofstede Cultural Dimensions** [Online]. Available from: <http://www.geert-hofstede.com/hofstede.shtml> [10 February 2006]
- Gomez-Mejia, L. R., and D. B. Balkin. (2002). **Management**. International Edition. New York: McGraw-Hill Companies, Inc.
- Handy, C. (1993). Project Planning Management and Control (2005) Module Note, Chulalongkorn University / University of Warwick: Warwick Manufacturing Group (WMG), Integrated Engineering Business Management Programme.
- Hill, T. (1994). **Manufacturing strategy: Text and case**. 2<sup>nd</sup> ed. Richard D. Irwin Inc., United States of America.
- Heizer, J., and B. Render. (2001). **Principles of operations management**. New Jersey: Prentice-Hall, Inc.

- International Business Machines Corporation. (2007). **IBM Software - CATIA Mechanical Design Discipline - CATIA Core & Cavity Design 2 (CV2) [Online]**. Available from: <http://www-306.ibm.com/software/applications/plm/catia/v5/> [1 March 2007]
- International Joint Ventures (2006) Module Note, Chulalongkorn University / University of Warwick: Warwick Manufacturing Group (WMG), Integrated Engineering Business Management Programme.
- Kotler, P. (2000). **Marketing management**. The Millennium Edition (10<sup>th</sup> ed). Prentice-Hall International, Inc.
- McIvor, R.T., P.K. Humphreys, and W.E. McAleer. (1997). A strategic model for the formulation of an effective make or buy decision. **Management Decision** 35 (2): 169-178.
- Thomas Publishing Company and web2CAD Japan. (2006). **web2CAD Japan30 [Online]**. Available from: <http://partsv5.web2cad.co.jp/Japan.ppow?language=GB&elementID=ppart/misumisv&checked=t> [17 March 2007]
- Muir, J. (1995). Effective management through delegation. **Work Study** 44 (7): 6-7.
- Pegels, C. C., and C. Watrous. (2005). Application of the theory of constraints to a bottleneck operation in a manufacturing plant. **Journal of Manufacturing Technology Management** 16 (3): 302-311.
- Power, M., C. Bonifazi, and K. C. Desouza. (2004). The ten outsourcing traps to avoid. **Journal of Business Strategy** 25 (2): 37-42.
- Roberts, P. Quality Management & Techniques (2006) Module Note, referrer to *Problem Solving & the 7 Basic Tools*, Chulalongkorn University / University of Warwick: Warwick Manufacturing Group (WMG), Integrated Engineering Business Management Programme.
- Robbins, S. P. (2001). **Organization behaviour**. 9<sup>th</sup> ed. New Jersey: Prentice Hall International, Inc.
- Russell, A. S., and B. W. Taylor III. (2000). **Operations management**. 3<sup>rd</sup> ed. New Jersey: Prentice-Hall, Inc.
- Sanyal, R. N. (2001). **International management a strategic perspective**. New Jersey: Prentice-Hall, Inc.
- Schniederjans, M. J., and K. M. Zuckweiler. (2004). A quantitative approach to the outsourcing-insourcing decision in an international context. **Management Decision** 42 (8): 974-986.

- Snyder, C. A., and J. F. Cox. (1989). Developing Computer Integrated Manufacturing: Major Issues and Problem Areas. **Engineering Costs and Production Economics** 17: 197-204.
- Krar, S. F., and A. F. Check. (1997). **Technology of machine tools**. 5<sup>th</sup> ed. Singapore. McGraw-Hill, Inc.
- Supply Chain Management. (2005). Module Note: referrer to A Process View of the World & Supply Chain Management, Chulalongkorn University / University of Warwick: Warwick Manufacturing Group (WMG), Integrated Engineering Business Management Programme.
- Vecchio, R. P. (2006). **Organizational behavior core concepts**. Ohio: Thomson Corporation.
- Veloso, F., and S. Fixson. (2001). Make-Buy Decisions in the Auto Industry: New Perspectives on the Role of the Supplier as an Innovator. **Technological Forecasting and Social Change** 67: 239-257
- Webster, M., C. Alder, and A.P. Muhlemann. (1997). Subcontracting within the supply chain for electronics assembly manufacture. **International Journal of Operations & Production Management** 17 (9): 827-841.
- Wild, J. J., K. L. Wild and J. C.Y. Han. (2001). **International business an integrated approach**. International Edition. New Jersey: Prentice-Hall, Inc.

**APPENDICES**

**APPENDIX A**  
**SPECIFICATIONS OF PLASTIC (POLYPROPYLENE)**

PROPERTIES	UNITS	TESTING METHOD	INJECTION MOLDING						FILM		FLAT YARN/SHEET		
			P303J	P303J	P302L	P302J	P302J	P301D	P302F	P302F	P302B	P301S	P301S
TYPE	-	-	H*	H*	H*	H*	R*	R*	H*	H*	H*	H*	T
MELT FLOW RATE	g/10 min.	ASTM D1238	3.5	12	12	12	12	20	10	10	3.8	2.4	1.8
DENSITY	g/cm <sup>3</sup>	ASTM D1505	0.910	0.912	0.910	0.910	0.910	0.912	0.916	0.910	0.910	0.910	0.910
TENSILE STRENGTH AT YIELD	kg/cm <sup>2</sup>	ASTM D385	350	350	380	430	300	320	350	300	350	350	280
TENSILE STRENGTH AT BREAK	kg/cm <sup>2</sup>	ASTM D385	380	390	390	390	220	200	250	250	350	350	250
ELONGATION AT BREAK	%	ASTM D385	200	200	600	180	900	800	800	800	600	600	500
TENSILE MODULUS	kg/cm <sup>2</sup>	ASTM D1791	12,000	15,000	16,500	17,000	12,000	12,000	17,000	17,000	16,000	16,000	11,000
100 IMPACT STRENGTH AT 23 °C	kg.cm/cm	ASTM D256	3.5	2.8	2.8	3	7	7	2.5	2.5	4	4	Not Break
100 IMPACT STRENGTH AT 0 °C	kg.cm/cm	ASTM D256	2.5	2	2	2	3	3	2	2	2.5	2.4	10
100 IMPACT STRENGTH AT 20 °C	kg.cm/cm	ASTM D256	-	-	-	-	3	-	-	-	-	-	8
RODWELL HARDNESS	R Scale	ASTM D785	100	105	105	115	90	90	105	105	100	100	75
HAZE	%	ASTM D1500	41**	41**	41**	20**	12**	7**	3**	2**	-	-	-
GLOSS	%	ASTM D5227	54**	54**	52**	45**	73**	84**	70**	65**	-	-	-
MELTING POINT	°C	ASTM D2017	-	160	160	160	160	160	160	-	160	160	160
VICAT SOFTENING POINT	°C	ASTM D1525	96	96	106	106	130	130	100	100	100	100	100
HEAT DEFLECTION TEMPERATURE													
At 0.45 kg/cm <sup>2</sup>	°C	ASTM D645	110	110	110	115	90	100	110	110	110	110	100
At 18.5 kg/cm <sup>2</sup>	°C	ASTM D645	60	65	65	67	50	-	50	50	60	60	55
FLAMMABILITY	-	UL-94	-	H8	-	-	H8	-	-	-	-	-	-
APPLICATIONS	<p>General purpose housewares, food containers, toys, medical instruments, infant articles, office accessories.</p> <p>General purpose housewares, food containers, toys, medical instruments, infant articles, office accessories.</p> <p>General purpose housewares, food containers, toys, medical instruments, infant articles, office accessories.</p> <p>General purpose injection parts requiring high clarity and dimension stability such as food containers, toys and modules.</p> <p>Food containers, medical parts such as syring, urethra and premium articles with excellent clarity.</p> <p>Food containers, Sig size containers and medical parts household articles where transparency is requested.</p> <p>Water quenched blown film. Suitable for food and clothes packaging, etc.</p> <p>Used for water quench blown film. Suitable for blending with P302F to excellent clarity film such as food bag, garment bag, etc.</p> <p>Stretched tape and monofilament for woven bags, woven sheet, ropes, strap and sheet.</p> <p>Stretched tape for jumbo woven sheet, monofilament for ropes and sheet.</p> <p>Flake, sheet, corrugated sheet, appropriate for outdoor uses.</p>												
CHARACTERISTICS	<p>High stiffness and good processability, odors and food contact.</p> <p>High stiffness and glass, high productivity and good processability, odors and food contact.</p> <p>High stiffness and glass, high productivity and good processability, odors and food contact.</p> <p>High clarity, high stiffness, good processability and reasonable (except for cooling) excellent odors and food contact.</p> <p>Excellent clarity, productivity, good processability and stiffness, high gloss, odors and food contact.</p> <p>Excellent clarity, high productivity, high gloss, unstained and food contact.</p> <p>Good optical property, high productivity and good operability.</p> <p>Excellent optical property, high productivity.</p> <p>High output, good mechanical properties.</p> <p>Excellent mechanical properties.</p> <p>High ultimate (UM) resistance, excellent impact strength.</p>												
<p>1. NOMENCLATURE: POLYPROPYLENE          2. THIS SPECIFICATION IS SUBJECT TO CHANGE WITHOUT NOTICE.          3. Properties of plastic are determined by the test method.          4. Properties of plastic are determined by the test method.          5. * - Machine Data; ** - Test Data.</p>			<p>Not all the similar property data contained in this table are included in the standard specification. Some data are not included in the standard specification. These properties are not included in the standard specification and are determined by the test method.</p>										

Specifications of plastic (polypropylene) for making finished products by way of injection moulding

**APPENDIX B**  
**QUOTATIONS FOR COMPUTER NUMERICAL CONTROL**  
**(CNC) MACHINES**

### CNC milling machines

	Table size	Spindle speed	Price (Baht)	Delivery time (days)
Supplier A	800 mm x 450 mm	8000 RPM *	2,000,000	75
Supplier A	1200 mm x 650 mm	8000 RPM	2,300,000	75
Supplier B	1100 mm x 600 mm	10000 RPM	2,700,000	90
Supplier C	1000 mm x 450 mm	8000 RPM	2,000,000	90

### CNC lathes

	Chuck diameter	Spindle speed	Price (Baht)	Delivery time (days)
Supplier A	8"	4800 RPM	1,800,000	90
Supplier B	6"	6000 RPM	1,200,000	90

\* *Revolutions per minute*

- Table size of a CNC milling machine should be related with size of a mould. In practice, the biggest size of steel plate that the company uses for mould fabrication is 550 mm x 450 mm. Thus, the minimum requirement for table size for a CNC milling machine is 800 mm x 450 mm.
- Chuck diameter of a CNC lathe machine should be related with size of a steel rod. In practice, the size of steel rod that the company uses is 6"-8". Thus, the minimum requirement for chuck diameter for a CNC lathe machine is 6".



**APPENDIX C**  
**CALCULATIONS OF THE MAN-HOURS**

Man-hours available in one year

Where, There are 8 machinists in the mould shop.

- Working days of the department were 6 days per week.  
Regular working time is 8 hours per day.

Thus, Man-hours available in one year  
 $= 8 \text{ hours} \times 26 \text{ days} \times 8 \text{ machinists} \times 12 \text{ months}$   
 $= 19,968 \text{ man-hours}$

Fabrication of new moulds

Where, On average, the department has job orders to construct 12 moulds per year.  
 It normally requires 2 machinists and 3 months to fabricate one set of mould.  
 Working days of the department were 6 days per week.

- Regular working time is 8 hours per day.

Thus, Man-hours for fabrication of new moulds  
 $= 8 \text{ hours} \times 26 \text{ days} \times 3 \text{ months} \times 2 \text{ machinists} \times 12 \text{ moulds}$   
 $= 14,976 \text{ man-hours}$

Remaining capacity for mould repairs  $= 19,968 - 14,976$   
 $= 4,992 \text{ man-hours}$

Capacity shortage

Where, There are an average of 40 jobs per month for repairing moulds and making  
 replacement components.

- It normally requires 28 man-hours per job.

Thus, Man-hours for repairing moulds and making replacement components  
 $= 40 \text{ jobs} \times 28 \text{ man-hours} \times 12 \text{ months}$   
 $= 13,440 \text{ man-hours}$

Capacity shortage  $= 13,440 - 4,992$   
 $= 8,448 \text{ man-hours}$

## BIOGRAPHY

Pitak Lausangngam was born on 6 May 1982 in Bangkok. He graduated with a Bachelor's degree in Electro-mechanic Manufacturing Engineering from Kasetsart University in 2003. After graduation, he worked as a sales engineer for one and a half years for Amada (Thailand) Co., Ltd. Currently, he is employed by Plastech Industrial Co., Ltd. as an assistant manager of the mould department. In 2005, he enrolled as a part-time student working toward a Master's degree in engineering management at the Regional Centre for Manufacturing Systems Engineering, Chulalongkorn University.