<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Title of Table</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>The Missing Strategies of Manufacturing</td>
<td>16</td>
</tr>
<tr>
<td>2.2</td>
<td>Characteristics of Manufacturing Philosophies</td>
<td>17</td>
</tr>
<tr>
<td>2.3</td>
<td>Approaches and Characteristics of WCM</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Evolution of Lean Production - Incidents and Publications</td>
<td>34</td>
</tr>
<tr>
<td>2.5</td>
<td>Goals of Business Unit and Operational Group</td>
<td>69</td>
</tr>
<tr>
<td>2.6</td>
<td>Lean Tool’s Application in Business Functions</td>
<td>70</td>
</tr>
<tr>
<td>2.7</td>
<td>Associated Cost and Advantages of Adopting LPs</td>
<td>76</td>
</tr>
<tr>
<td>2.8</td>
<td>Leanness Enabler, Criteria and Attributes</td>
<td>78</td>
</tr>
<tr>
<td>2.9</td>
<td>Details of Organization</td>
<td>79</td>
</tr>
<tr>
<td>2.10</td>
<td>Details of Work Sampling Organization</td>
<td>81</td>
</tr>
<tr>
<td>2.11</td>
<td>Hypotheses for the Case Analysis</td>
<td>90</td>
</tr>
<tr>
<td>2.12</td>
<td>JIT Research Practice Methodology and Tools</td>
<td>91</td>
</tr>
<tr>
<td>2.13</td>
<td>Variables of JIT Implementation Measurement</td>
<td>93</td>
</tr>
<tr>
<td>2.14</td>
<td>Research Variables for the Case</td>
<td>95</td>
</tr>
<tr>
<td>3.1</td>
<td>Pros and Cons of Questionnaire Method</td>
<td>102</td>
</tr>
<tr>
<td></td>
<td>Comparison of Data Collection Methods for Survey Research</td>
<td>103</td>
</tr>
<tr>
<td>3.2</td>
<td>List of MPMs and CDs Considered for Investigation in Present Work</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>List of Specific MPMs Considered for Investigation in Present Work</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>List of LMPs Considered for Investigation in Present Work</td>
<td>104</td>
</tr>
<tr>
<td>3.5</td>
<td>Details of Survey for Present Research</td>
<td>106</td>
</tr>
<tr>
<td>3.6</td>
<td>Details of Pilot Survey Questionnaire</td>
<td>106</td>
</tr>
<tr>
<td>3.7</td>
<td>Responses for Type, Scope and Experience</td>
<td>107</td>
</tr>
<tr>
<td>3.8</td>
<td>Factors Affecting Competitiveness</td>
<td>108</td>
</tr>
<tr>
<td>3.9</td>
<td>Ranking of Business Functions due to Competitive</td>
<td>108</td>
</tr>
</tbody>
</table>
Environment

3.11 Practice/Strategies Offered by Organizations

3.12 Other Specific Improvement Practices/Strategies in Practice

3.13 Usefulness of Lean Principles for Business Functions

3.14 Details of Main Survey Questionnaire

3.15 Details of Expert’s Opinion Questionnaire

3.16 Actions, Sections’ Questions and Details of Preliminary Analysis

4.1 Statistical Analysis Adopted for Present Research

4.2 Sector, Location, Scale, Status & Corporate Information of Industries

4.3 Manufacturing Industries Classification in Age Groups

4.4 Annual Sales Turnover

4.5 Net Fixed Assets

4.6 Characteristics & Demand Pattern of Manufacturing Industries

4.7 Competitiveness Improvement Practices’ Status

4.8 Factors Affecting Current Competitive Business Environment

4.9 Statistical Calculation and Inferences for Factors Affecting Current Competitive Business Environment

4.10 Organizational Functions Affected by Competitive Environment

4.11 Statistical Calculations and Inferences for Organizational Functions Affected by Competitive Environment

4.12 Ranking of Critical Aspects for Improving Competitiveness

4.13 Ranking of Different Means to Enhance the
Competitiveness

4.14 Competitiveness Improvement Practices in Indian Manufacturing Industries 138

4.15 Motivational Factors to Implement Lean Principles and Improvement Practices 141

4.16 Organizational Motivational Factors to Implement LPs and LMPs 143

4.17 Statistical Calculations and Inferences for Organizational Motivational Factors to Implement LPs and LMPs 143

4.18 Motivational Factors to Implement LPs and LMPs 144

4.19 Statistical Calculations and Inferences for Supportive Motivational Factors to Implement LPs and LMPs 144

4.20 Manufacturing Motivational Factors to Implement LPs and LMPs 144

4.21 Usefulness of Lean Principles for Improvement of MPMs 144

4.22 Improvement Practices 145

4.23 Functional Areas of Indian Manufacturing Organization focused by practicing Lean Principles 146

4.24 Responsible Barriers for Smooth and Easy Implementation of Lean Practices 147

4.25 Statistical Calculations and Inferences for Smooth and Easy Implementation of LMPs 147

4.26 Methods for Addressing the Barriers for Smooth and Easy Implementation of Lean Practices 148

4.27 Ranking of CDs by Practicing Lean 149

4.28 Outcome of Implementation of Lean 149

4.29 Statistical Calculations and Inferences for Outcome of Implementation of Lean 156

4.30 Practices Performed to Implement Lean 151

4.31 Lean Manufacturing Practices Followed in Indian Manufacturing Organization 151

4.32 Statistical Calculations and Inferences for Lean Manufacturing Practices Followed in Indian Manufacturing Organization 152
Manufacturing Organization

4.31 Extent of Practising Kanban 154
4.32 Span of Practice of Kanban 155
4.33 Time Experience of Kanban 155
4.34 Effect of Kanban Implementation on Waiting Time/Idle Time 156
4.35 Improved MPMs with Implementation of Kanban 156
   Improvement in MPMs with implementation of Kanban 157
4.36 Statistical Inferences for Effect of Kanban Implementation on MPMs 158
4.37 Improved CDs with Implementation of Kanban in Manufacturing Industries 158
4.38 Improvement in CDs with Implementation of Kanban 159
4.39 Statistical Inferences for Effect of Kanban Implementation on CDs 160
4.40 Useful Practices to Implement Kanban 161
4.41 Statistical Calculations and Inferences for Useful Practices to Implement Kanban 161
4.42 Review Frequency for Kanban Practices 162
4.43 Motivational Factors to Initiate the Practice of Kanban 162
4.44 Statistical Calculations and Inferences for Motivational Factors to Initiate the Practice of Kanban 163
4.45 Responsible Factors against Smooth and Easy Implementation of Kanban 164
4.46 Statistical Inference for Comparison of Responsible Factors against Smooth and Easy Implementation of Kanban 164
4.47 Spread of SMED 166
4.48 Practice of SMED 166
4.49 Time Experience of SMED 167
4.50 Effect on Setup Time of Operation after 167
Implementation of SMED

4.52 Effect on Setup Time of Operation after Implementation of SMED 168

4.53 Improvement in MPMs after implementation of SMED 168

4.54 Statistical Calculations and Inferences for Improved MPMs with SMED 169

4.55 Improved CDs with Implementation of SMED 170

4.56 Improvement in CDs with SMED 170

4.57 Statistical Calculations and Inferences for Improved CDs with SMED 171

4.58 Useful Approaches to Implement SMED 171

4.59 Supportive Practices to Execute SMED 172

4.60 Motivational Factors to Implement the Practice of SMED 173

4.61 Motivational Factors to Implement the Practice of SMED 173

4.62 Statistical Inferences for Motivational Factors to Implement SMED 174

4.63 Responsible Factors for Slow Implementation of SMED 175

4.64 Statistical Inference for Responsible Factors for Slow Implementation of SMED 175

4.65 Spread of TPM 177

4.66 Time Experience of TPM 178

4.67 Implementation Effect of TPM on Average Machine Breakdown Time 179

4.68 Improved MPMs with TPM 179

4.69 Statistical Calculations and Inferences for Improvement in MPMs with TPM 179

4.70 Improvement in MPMs with TPM Implementation 180

4.71 Improved CDs with Implementation of TPM 181

4.72 Improvement in CDs with TPM 181
4.73 Statistical Calculations and Inferences for Improvement in CDs with TPM
4.74 Supportive Practices for TPM Implementation in Manufacturing Industries
4.75 Review Frequency for TPM Practices
4.76 Motivational Factors to Implement the Practice of TPM
4.77 Responsible Factors for Slow Implementation of TPM Practices
  Statistical Calculations and Inferences for
4.78 Motivational Factors to Implement the Practice of TPM
  Statistical Calculations and Inferences for
4.79 Responsible Factors for Slow Implementation of TPM Practices
4.80 Practice of 5S in Manufacturing Industries
4.81 Time Experience of 5S in Manufacturing Industries
4.82 Immediate Effects of Implementing
  Statistical Calculations and Inferences for Immediate Effects of Implementing 5S
4.83 Effect of 5S on Searching Time of Part/Product
4.84 Improved MPMs with Implementing 5S
4.85 Improvement in MPMs with Implementing 5S
  Statistical Calculations and Inferences for Improved MPMs with 5S
4.86 Improved CDs with 5S
4.87 Improvement in CDs with 5S
  Statistical Calculations and Inferences for Improved CDs with 5S
4.88 Useful Practices to Implement 5S in Manufacturing Organization
4.92 Review Frequency for 5S Practices in Manufacturing Industries
4.93 Motivational Factors to Initiate the Practice of 5S
Statistical Calculations and Inferences for
4.94 Motivational Factors Responsible to Initiate 5S Practice
4.95 Important Requirements to Implement 5S Responsible Factors for Slow Implementation of 5S Practices
4.96 Statistical Calculations and Inferences for Factors Responsible to Slow Implementation of 5S Practices
4.97 Spread of Poka-Yoke
4.98 Time Experience of Poka-Yoke
4.99 Reduction in % Defectives after Implementation of Poka-Yoke Practice
4.100 Improved MPMs with Poka-Yoke
4.101 Improvement in MPMs with Poka-Yoke
Statistical Calculations and Inferences for Improved MPMs with Poka-Yoke
4.102 Improved CDs with Poka-Yoke
4.103 Improvement in CDs with Poka-yoke
Statistical Calculations and Inferences for Improved CDs with Ppka-Yoke
4.104 Most Effective Practices to Implement Poka-Yoke
Statistical Calculations and Inferences for Effective Practices to Implement Poka-Yoke
4.105 Routine Practice of Poka-Yoke
Statistical Calculations and Inferences for Routine Practice of Poka-Yoke
4.106 Review Frequency for Poka-Yoke
4.107 Motivational Factors to Initiate Practice of Poka-Yoke
4.108 Statistical Calculations and Inferences for Motivational Factors to Initiate Practice of Poka-Yoke
4.109 Statistical Calculations and Inferences for Statistical Calculations and Inferences for Routine Practice of Poka-Yoke
4.110 Statistical Calculations and Inferences for Review Frequency for Poka-Yoke
4.111 Statistical Calculations and Inferences for Motivational Factors to Initiate Practice of Poka-Yoke
4.112 Statistical Calculations and Inferences for Statistical Calculations and Inferences for Review Frequency for Poka-Yoke
4.113 Statistical Calculations and Inferences for
Motivational Factor to Initiate Poka-Yoke Practice

4.114 Responsible Factors for Slow Implementation of Poka-Yoke

4.115 Statistical Analysis and Inferences for Responsible Factors for Slow Implementation of Poka-Yoke

4.116 Usefulness of Supportive Programs for LMPs

4.117 Improved MPMs with TQM and Six Sigma

4.118 Statistical Calculations and Inferences for Improved MPMs with TQM and Six Sigma

4.119 Summary of Views of Respondents for Implementation of TQM and Six Sigma

5.1 Popularity of LMPs

5.2 Usefulness of Supportive Programmes

5.3 Usefulness of Supportive Programmes for LMPs Implementation

5.4 Potential of LMPs

Comparison of Organizational Motivational Factors among Manufacturing Groups to Implement LPs and LMPs

6.1 Comparison of Organizational Motivational Factors among Manufacturing Groups to Implement LPs and LMPs

6.2 Comparison of Support Motivational Factors among Manufacturing Groups to Implement LPs and LMPs

6.3 Comparison of Manufacturing Motivational Factors among Manufacturing Groups to Implement LPs and LMPs

6.4 Comparison of Motivational Factors to Implement Kanban

6.5 Comparison of Motivational Factors to Implement SMED

6.6 Comparison of Motivational Factors to Implement TPM

6.7 Comparison of Motivational Factors to Implement 5S

6.8 Comparison of Motivational Factors to Implement
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.9</td>
<td>Barriers for Implementation of LMPs in Group A Industries</td>
<td>234</td>
</tr>
<tr>
<td>6.10</td>
<td>Barriers for Implementation of LMPs in Group B Industries</td>
<td>235</td>
</tr>
<tr>
<td>6.11</td>
<td>Barriers for Implementation of LMPs in Group C Industries</td>
<td>235</td>
</tr>
<tr>
<td>6.12</td>
<td>Barriers for Implementation of LMPs in Group D Industries</td>
<td>236</td>
</tr>
<tr>
<td>6.13</td>
<td>Improvement in MPMs with LMPs</td>
<td>237</td>
</tr>
<tr>
<td>6.14</td>
<td>Improvement in CDs with LMPs</td>
<td>243</td>
</tr>
</tbody>
</table>