



# Toyota Production System: An Integrated Approach to Just-In-Time, 4th Edition

By Yasuhiro Monden

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## Toyota Production System: An Integrated Approach to Just-In-Time, 4th Edition By Yasuhiro Monden

A bestseller for almost three decades, *Toyota Production System: An Integrated Approach to Just-In-Time* supplies in-depth coverage of Toyota's production practices, including theoretical underpinnings and methods for implementation. Exploring the latest developments in the Toyota Production System (TPS) framework at Toyota, this new edition updates the classic with new material on e-kanban, mini-profit centers, computer-based information systems, and innovative solutions to common obstacles in TPS implementation.

Yasuhiro Monden, instrumental in introducing the JIT production system to the United States, explains the logic and methodologies of the TPS. Extending the humanized aspect of production introduced in the third edition, **Toyota Production System: An Integrated Approach to Just-In-Time, Fourth Edition** explains how to cultivate the culture and way of thinking needed to establish the TPS holistically across your organization. Exploring the link between kaizen methods and calculation methods in TPS, this edition includes new chapters on:

- The goal of TPS
- One-piece production in practice
- Kaizen costing
- Material handling in an assembly plant
- Smoothing kanban collection
- Determination of the number of kanban
- New developments in e-kanban
- Cultivating the spontaneous kaizen mind

Following in the footsteps of its bestselling predecessors, the fourth edition provides easy-to-follow guidance for implementing the TPS in your organization. It explains how Toyota has adapted and reacted to recent fluctuations in demand, quality problems, and recalls. It also includes an appendix that considers the

recent tsunami in Japan and investigates how to reinforce the JIT system to ensure supply chain flow during sudden stoppages at individual locations within the chain.

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**Bibliography**

- Sales Rank: #292794 in Books
- Brand: Productivity Press
- Published on: 2011-10-05

- Original language: English
- Number of items: 1
- Dimensions: 9.30" h x 1.20" w x 6.10" l, 1.90 pounds
- Binding: Hardcover
- 566 pages

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### Editorial Review

Language Notes

Text: English (translation)

Original Language: Japanese

About the Author

**Yasuhiro Monden** is professor emeritus at the University of Tsukuba, Japan. He also currently serves as visiting professor in the graduate program of the Nagoya University of Commerce and Business. Monden held the position of professor at Tsukuba University from 1983 to 2004. Before coming to Tsukuba, he was an associate professor in the School of Economics at Osaka Prefecture University (1971–83) and a research associate and assistant professor in the School of Law and Economics at Aichi University (1966–71).

He received his Ph.D. in Management Science and Engineering from the University of Tsukuba, where he also served as dean of the Graduate Program of Management Sciences and Public Policy Studies and as chairperson of the Institute of Policy and Planning Sciences. He received his MBA from Kobe University, Japan, and his Bachelor of Economics from Kwansei Gakuin University, Japan. Dr. Monden has gained valuable practical knowledge and experience from his research and related activities in the Japanese automobile industry.

He was instrumental in introducing the JIT production system to the United States. Toyota Production System is recognized as a JIT classic and was awarded the 1984 Nikkei Prize by the Nikkei Economic Journal. However, his research fields are wide, covering not only production and operations management but also managerial and financial accounting, corporate finance, and business economics. His dissertation title was "Basic Research on Transfer Pricing and Profit Allocation in Decentralized Organizations," and his recent research includes Management of Inter-Firm Networks Based on Incentive Prices."

Dr. Monden's international activities have included visiting professorships at the State University of New York at Buffalo (1980–81), California State University in Los Angeles (1991–92), and Stockholm School of Economics in Sweden (1996). He was also regional director of the Production and Operations Management Society (POMS), and has acted as international director of the Management Accounting Section of the American Accounting Association (AAA). In the business world he served as a JICA (Japan International Cooperation Agency) expert in Singapore for guiding TPS in 1987. Also he acted as a JICA expert in Thailand for guiding Strategic Cost Management, in 1998. Dr. Monden also served as Second Examination Committee Member of the Japan Certified Public Accountant (2000–2003).

He founded the Japan Society of Organization and Accounting and currently serves as its editor in chief for the English-language book series entitled Japanese Management and International Studies, published by World Scientific Publishing Company in Singapore.

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