

Contents

<i>Preface</i>	<i>xvi</i>
<i>Acknowledgement</i>	<i>xx</i>
1. MAINTENANCE MANAGEMENT—A CONCEPTUAL FRAMEWORK	1
1.1 Introduction	2
1.1.1 Maintenance Management	2
1.2 Awareness on Maintenance and Plant Engineering and Maintenance	2
1.3 Objectives of Maintenance and Plant Engineering	4
1.3.1 Need for an Objective	4
1.3.2 Objectives of Maintenance and Plant Engineering	5
1.4 State of Plant	6
1.4.1 On Production	6
1.4.2 Dead State	6
1.4.3 Production Outage	6
1.4.4 Down State or Under Shutdown	6
1.4.5 Under Emergency Maintenance State	7
1.4.6 Waiting for Maintenance	7
1.5 Functions and Responsibilities of Plant Engineering	8
1.5.1 Installation, Erection, and Commissioning	8
1.5.2 Preventive Function	8
1.5.3 Corrective Function	9
1.5.4 Updating Function	9
1.5.5 Recording Function	10
1.5.6 Training Function	11
1.5.7 Spare Part Management Function	12
1.5.8 Utilities and Service Function	12
1.5.9 Machine Life Enhancement Function	12
1.5.10 Reconditioning Function	13
1.5.11 Maintenance Planning Function	13
1.6 Physical Assets Management or Total Productive Maintenance or Tero-technology	14
1.7 Conclusion	14
1.8 Recap	14
1.9 Key Concepts	15
<i>Review Questions</i>	15
2. MAINTENANCE PLANNING	16
2.1 Introduction	17
2.2 Planning Function in Maintenance	17
2.2.1 Normal Maintenance Activities Requiring Planning	17
2.2.2 Steps in Planning of Maintenance Work	18
2.2.3 Forecasting and Anticipation of Maintenance Work	19
2.2.4 Visualisation of Nature and Details of Work	19
2.2.5 Planning and Scheduling Maintenance Activities	19

2.3	Organising Plant Engineering and Maintenance	20
2.3.1	Maintenance Organisation	21
2.3.2	Systems of Plant Engineering and Management	22
2.3.3	General Functions of Central Maintenance Group	22
2.3.4	General Functions of Decentralised Plant Maintenance Group	23
2.3.5	Decentralisation in Plant Engineering	23
2.3.6	Distinction between Delegation and Decentralisation	23
2.3.7	Factors Affecting Degree of Decentralisation	24
2.3.8	Advantages of Decentralisation	25
2.3.9	Drawbacks of Decentralisation	25
2.4	Staffing in Plant Engineering	26
2.5	Directing in Plant Engineering	27
2.6	Coordinating by Plant Engineering and Management	27
2.7	Plant Engineering and Management as Integrating Function	28
2.8	Interface between Plant Engineering and Management and other Departments	29
2.9	Conclusion	31
2.10	Recap	31
2.11	Key Concepts	32
	<i>Review Questions</i>	32
3.	MAINTENANCE STRATEGIES	33
3.1	Introduction	34
3.2	Maintenance Strategies	34
3.3	Failure-based Maintenance (FBM)	35
3.3.1	Breakdown Maintenance (DM)	37
3.3.2	Emergency Maintenance (EM)	38
3.3.3	Operate to Failure and Corrective Maintenance (OFCM)	39
3.3.4	No Maintenance Technique (NMT)	39
3.4	Contractual Maintenance	41
3.5	Reliability-centred Maintenance (RCM)	42
3.5.1	Predictive Maintenance	42
3.5.2	Preventive Maintenance (PM)	42
3.5.3	Maintenance Prevention (MP)	43
3.5.4	Design Out Maintenance (DOM)	44
3.5.5	Productive Maintenance	44
3.6	Time-based Management (TBM)	46
3.6.1	Shutdown Maintenance (SDM)	46
3.6.2	Fixed Time Maintenance (FTM)	47
3.6.3	Scheduled Maintenance (SM)	47
3.6.4	Planned Interval Maintenance (PIM)	47
3.7	Condition-based Monitoring (CBM) or Dynamic Predictive Maintenance (DPM)	48
3.8	Total Productive Maintenance (TPM), Tero-technology, Logistics and Physical Assets Management (PAM)	48
3.9	Factors Influencing the Selection of Maintenance Policy/Strategy	51
3.10	Maintenance Strategy—Formulation	52
3.11	Hurdles in Formulating Maintenance Strategy	53

3.12	Maintenance Procedure and their Selection	54
3.13	Characteristics of Maintenance Strategy	55
3.14	The Top Down–Bottom Up Approach	56
3.15	Conclusion	57
3.16	Recap	57
3.17	Key Concepts	58
	<i>Review Questions</i>	59
4.	MAINTENANCE SCHEDULING	61
4.1	Introduction	62
4.2	Maintenance Scheduling and Its Importance	62
4.3	Scheduling Strategies in Maintenance	63
4.4	Scheduling Policies in Maintenance	64
4.4.1	Relaxed Scheduling Policy	64
4.4.2	“No-work” Pay Guarantee Policy	65
4.4.3	Overtime Work or Compensatory Off Policy	65
4.4.4	Short Work Schedules	66
4.4.5	Period-end Pile Ups	67
4.5	Scheduling Maintenance Jobs by Sequencing Techniques	68
4.5.1	Scheduling n Jobs \times 1 Machine	69
4.5.2	Scheduling n Jobs \times 2 Machines Using Johnson’s Rule	73
4.5.3	Scheduling n Jobs \times 3 Machines Using Jackson’s Rule	77
4.5.4	Scheduling n Jobs \times m Machines Using Jackson’s Rule	79
4.6	Scheduling Procedure for Breakdown Maintenance	84
4.7	Scheduling Procedure for Preventive Maintenance	85
4.8	Check Sheets	86
4.9	Scheduling Formats	86
4.10	Conclusion	87
4.11	Recap	87
4.12	Key Concepts	87
	<i>Review Questions</i>	88
5.	SPARE PARTS MANAGEMENT	89
5.1	Introduction	90
5.2	Features/Characteristics of Spare Parts	90
5.3	Functions of Spare Parts Management	91
5.4	Classification of Spare Parts	92
5.4.1	ABC Analysis	93
5.4.2	SDE Analysis	95
5.4.3	FSND (or FSN) Analysis	95
5.4.4	VED Analysis	96
5.4.5	CIN Analysis	96
5.4.6	VEIN Analysis	97
5.4.7	SOs Analysis	98
5.4.8	GOLF Analysis	98
5.4.9	HML Analysis	98
5.4.10	XYZ Analysis	98

5.4.11 Two-Dimensional Classification	99
5.4.12 Music 3-D model	99
5.5 Maintenance System Optimisation	100
5.5.1 Advantages of Maintenance System Optimisation by VEIN Analysis	101
5.5.2 Requirements for Maintenance System Optimisation	101
5.5.3 Implications of Improper Maintenance Mix	102
5.6 Codification	102
5.6.1 Advantages of Coding System	103
5.7 Types of Coding and Classification Systems for Spare Parts	103
5.7.1 Part Classification System	103
5.7.2 The OPITZ Classification System	105
5.7.3 Multiclass Coding and Classification System	107
5.7.4 General Coding System (For Spare Parts)	108
5.8 Standardisation	109
5.8.1 Need for Standardisation	109
5.8.2 Objective of Standardisation	110
5.8.3 Factors Leading to High Failure Rate in Non-standard Items	110
5.8.4 Interchangeability	110
5.9 Methods of Standardisation	111
5.9.1 How to Form an Indian Standard	111
5.10 Levels of Standards	112
5.11 Advantages of Standardisation	114
5.12 Barriers to Standardisation	115
5.13 Applications of Computers	116
5.14 Conclusion	117
5.15 Recap	117
5.16 Key concepts	117
<i>Review Questions</i>	119
6. FACILITY PLANNING AND PLANT LAYOUT	120
6.1 Introduction	121
6.2 Objectives of Good Facility Planning	121
6.3 Principles of Facility Layout	122
6.3.1 Muther's Principles of Layout	122
6.4 When Does Facility Planning Decision Arise?	124
6.4.1 Concept of a Facility	124
6.5 Facility Location Study	126
6.5.1 Considerations in Plant Location	127
6.5.2 Comparative Study of Rural and Urban Sites	127
6.6 Facilities Governing Selection of Location	129
6.6.1 Facilities of a City Location	129
6.6.2 Facilities of a Suburban Location	129
6.6.3 Facilities of a Country/Rural Location	129
6.7 Steps in Facility Location Study	130
6.7.1 Territory Selection	131
6.7.2 Site/Community Selection	131

6.8	Subjective, Quantitative, and Semi-Quantitative Techniques for Facility Location Planning	133
6.8.1	Equal Weights Method	134
6.8.2	Variable Weights Method	134
6.8.3	Weight Cum Rating Method	134
6.8.4	Factor-point Rating Method	135
6.8.5	Composite Measure Method	136
6.9	Quantitative Models for Facility Location Planning	138
6.9.1	Median Model	138
6.9.2	Gravity Model	144
6.10	Plant Layout	146
6.10.1	Product or Line Layout	146
6.10.2	Process Layout	147
6.10.3	Fixed Position Layout	148
6.10.4	Cellular or Group Layout	149
6.10.5	Computerised Layout Design	153
6.10.6	Factors Affecting Facility Layout	154
6.11	Flow Patterns to Facilities Assembly Lines	156
6.11.1	Advantages of a Good Flow Pattern	156
6.11.2	Factors Governing Flow Pattern	157
6.11.3	Types of Flow Lines	157
6.12	Conclusion	160
6.13	Recap	161
6.14	Key Concepts	161
	<i>Review Questions</i>	163
	<i>Case Studies</i>	163
7.	REPLACEMENT ANALYSIS	168
7.1	Introduction	169
7.2	Repairable and Replacable Systems	169
7.3	Cost Analysis of Machine Life Cycle (MLC)—Bathtub Curve	169
7.3.1	Cost of Early Failures at Infant Stage of Machine	170
7.3.2	Cost of Random or Rare-Event failures	171
7.3.3	Cost of Old Age or Wear Out Failures	171
7.4	Situations Warranting Replacement	173
7.5	Costs Involved in Replacement Analysis	174
7.6	Replacement Models	176
7.7	Model 1: Replacement Policy When Money Value does not Change with Time	176
7.8	Model 2: Replacement Policy for Items When Money Value Changes with Time	184
7.9	Model 3: Group Replacement Policy	190
7.10	Conclusion	194
7.11	Recap	194
7.12	Key Concepts	195
	<i>Review Questions</i>	195
8.	FAILURE MODE, EFFECT, AND CRITICALITY ANALYSIS (FMECA)	196
8.1	Introduction	197

8.2	FMEA/FMECA—An Outline	197
8.3	The FMEA/FMECA Jargon	197
8.4	Elements of FMECA	198
8.5	Basic Information Required for FMECA	199
8.6	Basic Analysis Procedure of FMEA/FMECA	199
8.7	Environmental Influences—Standards and Guidelines	200
8.8	FMECA Planning	201
	8.8.1 Ground Rules and Assumptions	201
	8.8.2 Analysis Approach	201
	8.8.3 Level of Analysis	201
	8.8.4 Trade-off Study Reports	201
	8.8.5 Design Data and Drawings	201
8.9	Block Diagrams	202
	8.9.1 Functional Block Diagram	202
	8.9.2 Reliability Block Diagram	202
8.10	Severity Classification	203
8.11	Application of Statistical Process Control (SPC) in FMEA/FMECA	203
	8.11.1 The 3-Stage Application of SPC in FMECA	204
	8.11.2 The Concept of FMEA	205
8.12	Failure Models by FMECA	206
	8.12.1 Model Inputs	206
	8.12.2 Risk Evaluation Methods	206
8.13	Process FMEA	207
	8.13.1 What is Process FMEA?	207
	8.13.2 Objectives of Process FMEA	208
	8.13.3 The Approach to Process FMECA	209
	8.13.4 Quality Control Plan and Process FMEA	210
8.14	Design FMEA	211
	8.14.1 List of Documents	211
	8.14.2 Steps for Carrying Out Design FMEA	211
	8.14.3 Severity Level	212
	8.14.4 Occurrence and Detection Rating Level for Design FMEA	212
8.15	Comparison between Design FMEA and Process FMEA	213
8.16	Application and Merits of FMEA/FMECA	213
8.17	Conclusion	214
8.18	Recap	215
8.19	Key Concepts	215
	<i>Review Questions</i>	216
9.	DIAGNOSTIC MAINTENANCE	217
	9.1 Introduction	218
	9.2 Philosophies of Maintenance: The Evolution	218
	9.2.1 Failure-based Maintenance	218
	9.2.2 Time-based Maintenance	219
	9.2.3 Reliability-centred Maintenance	219
	9.2.4 Condition-based Maintenance	219

9.2.5 Total Productive Maintenance, Physical Assets Management, and Tero-technology	220
9.3 Significance of Condition-based Maintenance	221
9.4 Approaches to Condition-based Maintenance	224
9.5 Fault Diagnosis and Diagnostic Maintenance	224
9.6 Destructive Tests	225
9.6.1 Static Test	225
9.6.2 Dynamic or Impact Tests	227
9.6.3 Fatigue Test	227
9.7 Non-destructive Tests	228
9.7.1 Liquid Penetration Inspection	228
9.7.2 Magnetic Particle Testing	229
9.7.3 Eddy Current Inspection	229
9.7.4 Ultrasonic Inspection	229
9.7.5 Radiography (X-ray and Gamma Ray)	229
9.8 LEO Approach	231
9.9 Conclusion	232
9.10 Recap	232
9.11 Key concepts	233
<i>Review Questions</i>	233
10. CONDITION MONITORING	234
10.1 Introduction	235
10.2 Principles of Condition-based Maintenance	235
10.2.1 Condition Checking	235
10.2.2 Trend Monitoring	236
10.3 Four Steps to Dynamic Predictive Maintenance	237
10.4 Setting up a Condition Monitoring Activity	240
10.5 Implementation of Condition-based Maintenance	240
10.6 The Design of Maintenance Information (MIS)	242
10.7 Techniques of Condition Monitoring	245
10.8 Comparison between Condition Monitoring (CM) and Fault Diagnosis (FD)	248
10.9 Advantages of Condition Monitoring over Other Philosophies	249
10.10 Conclusion	250
10.11 Recap	250
10.12 Key Concepts	251
<i>Review Questions</i>	251
<i>Case Study</i>	252
11. TREND ANALYSIS	263
11.1 Introduction	264
11.2 Failure Patterns	264
11.2.1 Definition of Failure	264
11.2.2 Failure Patterns in Machine Behaviour	264
11.3 Machine Life Cycle (MLC)—Bathtub Curve	265
11.3.1 Early Failures at Infant Stage of Machine	265
11.3.2 Random or Rare-event Failures	266

11.3.3 Old Age of Wear Out Failures	266
11.4 Types of Failures based on Volume of Failure	269
11.5 Types of Failures based on Mode of Failure	269
11.6 Repairable and Non-repairable Systems	270
11.7 The Pattern of Failures with Time in Repairable Systems	271
11.8 Trend	271
11.8.1 Positive Trend	272
11.8.2 Negative Trend	272
11.8.3 No Trend	272
11.9 Methods of Trend Analysis	272
11.9.1 Cumulative Plot Test	272
11.9.2 Eye Ball Analysis	273
11.9.3 Laplace Test	273
11.9.4 MIL-HDBK-189 Test	274
11.10 Test for Presence of Correlation	275
11.10.1 Testing for the Presence of Serial Correlation	275
11.10.2 Analysis with Coefficient of Correlation Test	275
11.10.3 Analysis of Data Free from Trends and Correlation	275
11.11 Conclusion	279
11.12 Recap	279
11.13 Key Concepts	279
<i>Review Questions</i>	280
12. RELIABILITY ORIENTED MAINTENANCE MODELS	281
12.1 Introduction	282
12.2 Identification of the Problem and Data Collection	282
12.3 Procedure for Reliability-centred Maintenance Modelling and Analysis	283
12.4 Statistical Preliminaries in Reliability Evaluation	286
12.5 Probability Functions	286
12.5.1 Probability Density Function (PDF)	287
12.5.2 Cumulative Distribution Function (CDF)	287
12.5.3 Reliability Function	287
12.5.4 Hazard Rate and Hazard Function	287
12.6 Statistical Distributions in Reliability Studies	287
12.6.1 Exponential Distribution	288
12.6.2 Log-normal Distribution	288
12.6.3 Weibull Distribution (2-Parameter)	288
12.7 Trend Test	290
12.8 Graphical Evaluation of Non-homogeneous Poisson Process (NHPP) Parameters	290
12.9 Methods of Total Time on Test (TTT) Plotting	291
12.10 TTT Transforms	292
12.11 TTT Plots	293
12.11.1 Product Limit Estimator (PLE) or Kaplan-Meyer Estimation (KME) Method	294
12.11.2 Piecewise Exponential Estimation (PEXE) Method	294
12.11.3 Maximum Likelihood Estimation (MLE) Method	295

12.12	Failure Distributions and Goodness of Fit	298
12.13	Identifying Candidate Distributions	299
12.14	Goodness of Fit Test	299
12.14.1	Chi-square Goodness of Fit Test	300
12.14.2	Bartlett's Test for Exponential Distribution	300
12.14.3	Mann's Test for Weibull Distribution	301
12.14.4	Kolmogorov-Smirnov (K-S) Test for Normal and Log-normal Distributions	304
12.14.5	Cramer-von Mises Test for Power Law Process Model	305
12.15	Weibull Plots	306
12.15.1	Meaning and Importance of the Two Parameters (α and β) of Weibull Distribution	306
12.16	Design of Reliability	309
12.16.1	Reliability Design	310
12.16.2	Planning for Reliable Operation	310
12.16.3	Characteristics of Reliability Designing and Planning	310
12.17	Conclusion	312
12.18	Recap	312
12.19	Key Concepts	313
	<i>Review Questions</i>	314
13.	RELIABILITY ORIENTED MAINTENANCE SYSTEMS AND EVALUATION	315
13.1	Introduction	316
13.2	Reliability Improvement	316
13.3	Reliability Systems	316
13.3.1	Series System	317
13.3.2	Parallel System	319
13.3.3	Combined (Series and Parallel) System	321
13.4	Modular Design or Modularisation	328
13.4.1	Advantages of Modular Design	328
13.4.2	Redundancy	328
13.4.3	Group Redundancy	328
13.5	Distinction between Quality and Reliability	330
13.6	Definitions and Terms used in Reliability Calculations	330
13.7	Availability	333
13.7.1	Classification of Availability	333
13.7.2	Factors Affecting Availability and/or Reliability	334
13.8	Maintainability	336
13.8.1	Factors Affecting Maintainability	336
13.9	Overall Equipment Effectiveness (OEE)	337
13.9.1	Performance Efficiency	337
13.9.2	Evaluation of Maintenance Performance [Maintenance Performance Indices (MPI)]	340
13.9.3	Maximising Equipment Effectiveness	341
13.9.4	Factors Affecting Maintenance Performance Indices	341
13.10	Conclusion	343
13.11	Recap	344
13.12	Key Concepts	344
	<i>Review Questions</i>	345

14. TOTAL PRODUCTIVE MAINTENANCE AND KAIZEN	347
14.1 Introduction	348
14.2 TPM Environment	348
14.3 Relationship between TPM, Tero-technology, and Physical Assets Management (PAM)	348
14.4 TPM: An Overview	349
14.4.1 Objectives of TPM	351
14.4.2 Approaches of TPM	351
14.4.3 Characteristics of TPM Philosophy	352
14.4.4 Effectiveness of TPM	352
14.5 Concept of Total Productive Maintenance (TPM)	353
14.6 Preventive Maintenance, Corrective Maintenance, and Maintenance Prevention for Controlling Deterioration of an Equipment	
14.7 The Eight Pillars of TPM	356
14.8 TPM Template	363
14.9 Barriers to Implement TPM	363
14.10 Comparison between TPM and TQM	364
14.11 Zero Breakdown	366
14.11.1 Five Counter Measures for Zero Breakdown	368
14.11.2 Zero Defect (ZD) and Zero Breakdown (ZBD)	368
14.12 Expected Contribution by Application of TPM	369
14.13 Kaizen—The continuous Improvement	369
14.13.1 Salient Features	370
14.13.2 Need for Kaizen	370
14.14 Types of Kaizen	371
14.14.1 Standard Work Kaizen	371
14.14.2 Set-up Reduction Kaizen	372
14.14.3 TPM Focus Kaizen	373
14.14.4 Quality Focus Kaizen	373
14.14.5 Kanban Kaizen	374
14.14.6 5S Kaizen	374
14.15 Expected Contributions by Application of Kaizen	376
14.16 Total Maintenance Planning	377
14.17 Conclusion	378
14.18 Recap	379
14.19 Key Concepts	379
<i>Review Questions</i>	380
15. INDUSTRIAL SAFETY	381
15.1 Introduction	382
15.2 Safety Management	382
15.2.1 Pre-accident Role	382
15.2.2 Role During Accident Occurrence	383
15.2.3 Post Accident Role	383
15.3 Safety Education and Training	384

15.4	Accidents	385
15.4.1	Adverse Effects of Accidents	385
15.4.2	Causes of Accidents	386
15.4.3	Preventive Measures	387
15.4.4	Types of Industrial Accidents	387
15.4.6	General Precautions (Dos and Don'ts)	389
15.5	Efforts by Government	391
15.6	Provisions Under Factories Act, 1948	391
15.6.1	Health Provisions	391
15.6.2	Safety Provisions under Factories Act, 1948	392
15.6.3	Welfare Provisions	394
15.6.4	Working Hours	394
15.6.5	Dangerous Operations	395
15.6.6	Accidents and Diseases	395
15.6.7	Penalties/Punishments	396
15.7	Electricity Rules	396
15.7.1	Supply and Use of Energy	397
15.7.2	Penalties	397
15.8	Provisions under Workmen's Compensation Act	399
15.8.1	Definitions	399
15.8.2	Employer's Liability for Compensation	400
15.8.3	Amount of Compensation	400
15.8.4	Notice of Accident	400
15.8.5	Medical Examination	400
15.8.6	Distribution of Compensation	401
15.8.7	Occupational Diseases	401
15.9	Conclusion	401
15.10	Recap	402
15.11	Keywords	402
	<i>Review Questions</i>	403
	<i>Bibliography</i>	404
	<i>Index</i>	407