

SONGCHAI RAKTHAWORNWONG : A STUDY ON ORGANIZATION AND MANAGEMENT
OF GROWING INDUSTRY : A CASE STUDY ON FISHING NET FACTORY.
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The objective of this research were to study the problems encountered in the management of a growing industry and to establish guidelines for applying industrial engineering and management knowledge to solve the problems. In this study a fishing net factory, which is both labour and machine intensive in the production, was used as a case study.

The study revealed that during 1988-1989 the sample factory exhibited a very high growth rate. The expansion of the factory was abrupt and without prior planning. During the expansion period the entrepreneur was confronted with several aspects of management problems. Major problems are organizational problems, maintenance management problems, labour problems as well as problems concerning the information system for decision making, and the accounting system. These problems presented difficulties for the management. From the nature of the problems, two main guidelines were proposed for the solution. These are (1) Restructuring the organization structure and clearly defining the scope and authority of each job description such that the structure of the management helped reduce the workload of the sole administrator who was the owner of establishment. (2) Improving the management structure of the fishing net weaving machine maintenance planning unit.

Result of the study and research showed that after the implementation of the recommended organization structure there was a smooth flow in the management and the workload of entrepreneur was also reduced by the structure. The co-ordination among the various units also improved. The improvement of the management of the maintenance unit also resulted in the reduction of the machine downtime which led to increase productivity of the fishing net weaving machines.