

FACTORY PHYSICS

Third Edition

Wallace L. Hopp
Mark L. Spearman



Guide For Factory Physics Wallace Hopp Guide

Mark R. Hamel, Michael O'Connor



Guide For Factory Physics Wallace Hopp Guide:

The Executive's How-To Guide to Automation George E. Danner, 2018-12-17 From driverless cars to pilotless planes many functions that have previously required human labor can now be performed using artificial intelligence For businesses this use of AI results in reduced labor costs and even more important creating a competitive advantage How does one look at any organization and begin the work of automating it in sensible ways This book provides the blueprint for automating critical business functions of all kinds It outlines the skills and technologies that must be brought to bear on replicating human like thinking and judgment in the form of algorithms Many believe that algorithm design is the exclusive purview of computer scientists and experienced programmers This book aims to dispel that notion An algorithm is merely a set of rules and anyone with the ability to envision how different components of a business can interact with other components already has the ability to work in algorithms Though many fear that the use of automation in business means human labor will no longer be needed the author argues that organizations will re purpose humans into different roles under the banner of automation not simply get rid of them He also identifies parts of business that are best targeted for automation This book will arm business people with the tools needed to automate companies making them perform better move faster operate cheaper and provide great lasting value to investors

The Pocket Guide To Making Stuff Better Quinn Hanson, 2020-08-27 If you could simultaneously increase revenue and lower costs would your company benefit Would you benefit This wide ranging book teaches leaders managers and individual contributors how to super charge processes to improve customer retention and satisfaction reduce costs and increase revenue The backstory Industrial Engineering blends the problem solving ability of an engineer the business acumen of an MBA and the people focus of a social worker There is a saying that Engineers make stuff Industrial Engineers make it better From construction to banking manufacturing to professional services tech to sustainability product design to destruction task elimination to automation sales to project management IEs have an impact in everything If there is something at work or at home you think could be better Industrial Engineering is the skill set to make the change This book details the tools anyone can use to make huge improvements Companies like Toyota and Apple have become completely dominant in their industries by using Industrial Engineering tools to improve their operations iterate quickly build great teams and create more value for their customers For the first time the tools they used are available to everyone in an easy to digest weekend read Industrial Engineering may really be thought of as business engineering To look at a business analyze how it is functioning and then design a better way to do things is not simple The tools needed are not obvious and often cost hundreds of thousands of dollars to learn in a graduate school program This book is an exploration of dozens of those tools at a fraction of the cost You ll benefit from this if You re interested in improving the you way things are done at work You have management responsibility or supervise anyone You re a leader founder or advisor to a business You want to approach your managers with succinct plans to make improvements in your role or at the company

You are looking for a ways to earn a promotion **The Practitioner's Guide to POLCA** Rajan Suri,2018-04-09 POLCA Paired cell Overlapping Loops of Cards with Authorization is a card based visual control system that manages the flow of jobs through the shop floor at each operation it controls which job should be worked on next to meet delivery targets POLCA ensures that upstream operations use their capacity effectively by working on jobs that are needed downstream while at the same time preventing excessive work in process WIP build ups when bottlenecks appear unexpectedly POLCA is particularly suited to companies manufacturing high mix low volume and customized products Such companies struggle with long lead times late deliveries and daily expediting to meet delivery dates ERP systems are not designed to deal with this highly variable environment and add on software such as Finite Capacity Scheduling systems can require complex installation Also the Kanban system does not work well with low volume or custom production POLCA has delivered impressive results in such environments It does not require any complex software implementation it can be used without an ERP system or it can seamlessly complement an existing ERP system This book Provides a step by step roadmap on how to implement POLCA invaluable for both companies that wish to implement POLCA as well as consultants and academics advising such companies Explains the concepts in practical and easy to understand terms by showing detailed shop floor examples Includes more than 100 illustrations for understanding how POLCA works as well as for elaborating on details of the implementation steps Contains case studies written by company owners and executives documenting their POLCA implementation process and the results achieved in various industries in six countries Factory Physics Wallace J. Hopp,Mark L. Spearman,2011-08-31 Our economy and future way of life depend on how well American manufacturing managers adapt to the dynamic globally competitive landscape and evolve their firms to keep pace A major challenge is how to structure the firms environment so that it attains the speed and low cost of high volume flow lines while retaining the flexibility and customization potential of a low volume job shop The books three parts are organized according to three categories of skills required by managers and engineers basics intuition and synthesis Part I reviews traditional operations management techniques and identifies the necessary components of the science of manufacturing Part II presents the core concepts of the book beginning with the structure of the science of manufacturing and a discussion of the systems approach to problem solving Other topics include behavioral tendencies of manufacturing plants push and pull production systems the human element in operations management and the relationship between quality and operations Chapter conclusions include main points and observations framed as manufacturing laws In Part III the lessons of Part I and the laws of Part II are applied to address specific manufacturing management issues in detail The authors compare and contrast common problems including shop floor control long range aggregate planning workforce planning and capacity management A main focus in Part III is to help readers visualize how general concepts in Part II can be applied to specific problems Written for both engineering and management students the authors demonstrate the effectiveness of a rule based and data driven approach to operations

planning and control They advance an organized framework from which to evaluate management practices and develop useful intuition about manufacturing systems

Physics of My Homemade Stockfish: Deji Badiru, 2024-10-22 This is a book about recreational experimentations with making homemade food products The author narrates how he got into the exciting act of making Stockfish which is air dried cod fish The title of this book follows the topical titles of some previous book titles in the ABICS Publications series Notably Physics of Soccer Physics in the Nigerian Kitchen and Physics of Skateboarding My website www.PhysicsofSoccer.com states that Biology determines what we are Chemistry explains what makes us what we are and Physics describes what we do In Stockfish making chemistry and biology probably plays a bigger role than physics as a science However figuratively physics of something is often used to refer to how something is done as in how to execute the logistics and dynamics of making homemade food products

Effective Manufacturing Consulting Philip J. Gisi, 2025-10-14 This book covers the key aspects of manufacturing consulting from identifying operational inefficiencies to implementing lean practices improvement methodologies and advanced technologies like automation and AI With a focus on real world activities and practical applications the book outlines how consultants assess manufacturing processes engage with clients and develop actionable roadmaps for transformation Readers will discover the consultant's approach to enhancing production workflows improving quality control managing supply chains and navigating complex challenges such as labor shortages regulatory requirements and shifting market demands The book also delves into strategic decision making change management and fostering a culture of continuous improvement across the shop floor With manufacturing undergoing so many changes consultants must continuously develop their skills and stay current with trends This book will also serve as a resource for both newcomers and seasoned consultants offering advice on consulting techniques industry knowledge and building client relationships This book is intended to serve as a comprehensive resource offering a mix of traditional and cutting edge knowledge tailored to the evolving needs of the industry It provides the practical strategies consultants need to help manufacturers navigate present challenges and future opportunities thereby enhancing their value to clients in an era of constant change

Six Sigma for the Next Millenium Kim H. Pries, 2006-02-01 This book follows the ASQ Certified Six Sigma Black Belt CSSBB Body of Knowledge exactly and is designed to walk the reader through at a medium level of detail Organization of the material is completely straightforward broken down into bite size chunks with the student in mind While a plethora of books claim some relation to Six Sigma unfortunately very few of them support the body of knowledge explicitly The author supplies the Black Belt candidate with enough information to pursue the CSSBB examination aggressively with the material in the book and also the ancillary works referenced At the end of each chapter are one or two titles for further reading works that the author owns personally and uses for both work and formal examination study The book can serve as an intense high speed tutorial for the CSSBB examination a reference for the working Black Belt or a resource to find further reading Trainers could use it in their Black Belt certification preparation

classes *Subject Guide to Books in Print*, 1991 *Lean Math: Figuring to Improve* Mark R. Hamel, Michael O'Connor, 2017-01-25

Lean transformations are decidedly more challenging when the math is inconsistent with lean principles misapplied or just plain wrong Math should never get in the way of a lean transformation but instead should facilitate it Lean Math is the indispensable reference for this very purpose A single comprehensive source the book presents standard and specialized approaches to tackling the math required of lean and six sigma practitioners across all industries seasoned and newly minted practitioners alike Lean Math features more than 160 thoughtfully organized entries Ten chapters cover system oriented math time the ilities availability repeatability stability etc work inventory performance metrics basic math and hypothesis testing measurement experimentation and more Two appendices cover standard work for analyzing data and understanding and dealing with variation Practitioners will quickly locate the precise entry ies that is relevant to the problem or continuous improvement opportunity at hand Each entry not only provides background on the related lean principles formulas examples figures and tables but also tips cautions cross references to other associated entries and the occasional Gemba Tale that shares real world experiences The book consistently encourages the practitioner to engage in math assisted plan do check act PDCA cycles employing approaches that include simulation and trystorming Lean Math truly transcends the numbers by reinforcing and refreshing lean thinking for the very purpose of Figuring to Improve

REVIEWER COMMENTS Hamel and O Connor provide both the novice and experienced lean practitioner a comprehensive common sense reference for lean math For example I know that our Lean Support Office team would have gladly used dozens of Lean Math entries during a recent lean management system pilot The concepts context and examples would have certainly helped our execution and provided greater clarity during our training activities Lean Math is a must have book for Lean Support Office people Dave Pienta Director Lean Support Office Moog Inc Aircraft Group A practical math book may sound like an oxymoron but Lean Math is both pragmatic and accessible Hamel and O Connor do an excellent job keeping the math as simple as possible while bringing lean principles to the forefront of the discussion The use of insurance and healthcare industry examples especially helps simplify the translation for lean practitioners in non manufacturing industries Readers will be able to use the numerous tables and figures to clearly illustrate and teach lean concepts to others Lean Math is a reference book that every lean practitioner or Black Belt should have in their library Peter Barnett MBB Liberty Management System Architect Liberty Mutual Insurance Lean Math is a comprehensive reference book within which the lean practitioner can quickly find straightforward examples illustrating how to perform almost any lean calculation Equally useful it imparts the importance of the relevant lean principal s While coaching some recent transformation efforts I put Lean Math to the test by asking several novice practitioners to reference it during their work They were promptly rewarded with deeper insight and effectiveness a reflection of this book s utility and value to the lean practitioner Greg Lane international lean transformation coach speaker and author of three books including Made to Order

Lean Excelling in a High Mix Low Volume Environment While the technical social and management sciences behind lean must be learned by doing their conceptual bases are absolutely validated by the math This validation is particularly crucial to overcoming common blind spots ingrained by traditional practice Hamel and O Connor s text is a comprehensive and readable resource for lean implementers at all levels who are seeking a deeper understanding of lean tools and systems Clear diagrams and real world examples create a bridge for readers between theory and practice theory proven by practice If math is the language of science then Lean Math is indeed the language of lean science Bruce Hamilton President Greater Boston Manufacturing Partnership Director Emeritus for the Shingo Institute Mark and Michael have done a tremendous service for the lean community by tackling this daunting subject There are so many ways to quantify value display improvement and define complex problems that choosing the right methods and measures becomes an obstacle to progress Lean Math helps remove that obstacle Almost daily operations leaders in every industry need the practical math and lean guidance in these pages Now finally we have it in one place Thank you Zane Ferry Executive Director National Operations QMS Continuous Improvement Quest Diagnostics Too many lean books dwell on principles but offer little to address critical how to questions such as How do I use these concepts to solve my specific problem With plain English explanations simple illustrations and examples across industries Lean Math bridges a long standing gap Hamel and O Connor s Lean Math is sure to become a must have reference for every lean practitioner working to improve performance in any modern workplace Jeff Fuchs Executive Director Maryland World Class Consortia Past Chairman Lean Certification Oversight Committee Lean Math fills a huge gap in the continuous improvement library helping practitioners to translate data activities and ideas into meaningful information for effective experimentation and intelligent decisions This reference comes at a critical time for the healthcare industry as we struggle to improve quality while controlling costs Though we don t make widgets our people processes and patients will benefit from the tools provided in this reference The numerous examples as well as the Gemba Tales scattered throughout the book bring life to the principles and formulas Lean Math is impressive in both scope and presentation of content Tim Pettry Senior Process Improvement Specialist Cleveland Clinic Lean Math is a great book for those times when only the correct answer will do The math along with the Gemba Tales are helpful for those in the midst of the technical aspects of a transformation as well as those of us who once knew much of this but haven t used it in a while Beau Keyte organization transformation and performance improvement coach author of two Shingo Award winning books The Complete Lean Enterprise and Perfecting Patient Journeys Math and numbers aren t exclusively the domain of six sigma Toyota leaders describe lean as an organizational culture a managerial approach and a philosophy They also maintain that the last piece of lean is technical methods which includes the math we need for properly sizing inventory levels validating hypotheses gauging improvement and more Lean Math is a useful book that compiles important mathematical and quantitative methods that complement the people side of lean Hamel and O Connor are extremely qualified to deftly explain these methods Lest you

think it's a dry math text there are Gemba Tales and examples from multiple industries including healthcare which illustrate these approaches in very relatable ways Mark Graban Shingo Award winning author speaker consultant and blogger When you begin a lean journey it's like starting an exercise regimen the most important thing is to start But as you mature and as you achieve higher levels of excellence rigor becomes increasingly important Lean Math provides easy elegant access to the necessary rigor required for effective measurement and analysis and does so in practical terms with excellent examples

Misael Cabrera PE Director Arizona Department Environmental Quality [The Probability Workbook](#) Mary McShane-Vaughn, 2017-06-05 The best way to master probability is to work problems lots of them Through repeated practice formerly fuzzy concepts begin to make sense and solution strategies become clear The Probability Workbook is a companion to The Probability Handbook which covers counting techniques probability rules discrete probability distributions and continuous probability distributions This workbook offers more than 400 problems covering a wide range of probability techniques and distributions From poker problems to famous problems by luminaries in the field such as Pascal Fermat Bertrand Fisher and Deming this one of a kind book gives detailed numerical solutions and explanations presented in a conversational way There are general probability questions involving travel itineraries baseball and birth orders as well as more real world applications such as quality inspection reliability statistical process control and simulation Problems applicable to the manufacturing healthcare business and hospitality and tourism industries are included For easy reference each numbered problem in the workbook is categorized by broad topic area and then by a more detailed descriptive title In addition to the topic and title the level of difficulty is displayed for each problem using a die icon This workbook is an invaluable resource for the probability portions of ASQ's CQE CSSGB CSSBB CSSMBB and CRE exams **Lean for the Process Industries** Peter L. King, 2019-06-05 Compared to its widespread implementation across almost all areas of production Lean improvement efforts lag within the process industries While many innovators have successfully applied Lean principles to these industries during the past three decades most of those pioneering efforts were never recorded to guide the improvement efforts of others Drawing on more than 40 years of application experience at one of the world's largest chemical and materials manufacturers coupled with 10 years in private practice Peter King corrects this void by providing the first comprehensive resource written explicitly for change agents within the process industries Focusing on areas where the improvement needs of the process industry differ from parts assembly manufacturing Lean for the Process Industries Dealing with Complexity Second Edition Covers each of the eight wastes commonly described in Lean literature looking at how they manifest themselves in process operations Explains how to adapt value stream mapping for process operations Shows how to identify the root causes of bottlenecks and how to manage them to optimize flow until they can be eliminated Provides practical techniques to overcome the barriers which have prevented the application of Cellular Manufacturing to process operations Discusses the role of business leadership in a Lean strategy describing both enabling and counter

productive management behaviors Since the publication of the first edition of this book Peter King has been busy consulting with food beverage gasoline additive and nutraceutical companies these new experiences have broadened his perspectives on certain Lean processes and have given him a richer set of examples to discuss in this new edition While Value Stream Mapping is a very powerful tool to understand flow bottlenecks and waste in an operation the traditional format as presented in many other books does not describe all of the data required to fully understand process flow and its detractors This new edition highlights the necessary additions with examples of why they are useful Product wheel scheduling achieves production leveling in a far more comprehensive and effective way than traditional heijunka methods This edition has a more thorough description of the wheel concept and design steps and more examples from actual applications

The Remedy
Pascal Dennis, 2010-06-24 Winner of the Shingo Prize for Excellence in Quality Improvement From the Shingo judges This work has an extremely widespread application as the tools techniques and methods described are at a level that achieves the goals of Lean and operational excellence without tying them down to a specific industry or work stream The book provides practical knowledge for lean champions managers and executives driving toward operational excellence enterprise wide The story format and the presentation of this material was excellent and the avoidance of lean and operational excellence jargon gives the book a wide appeal it is a pleasure to read The Sequel to the Influential Lean Business Novel Andy Me The Remedy is a compelling a business fable that shows how Lean quality improvement business practices traditionally associated with manufacturing can dramatically improve the service areas of your business including design engineering sales marketing and all processes in between Written by Pascal Dennis a leading Lean consultant the story follows Tom Pappas and Rachel Armstrong senior leaders at a desperate automotive company as they try to implement a Lean management system across an entire platform the Chloe a breakthrough green car The future of the company is at stake Can Tom and Rachel supported by Andy Saito a retired reclusive Toyota executive regain the trust and respect of the customer Can a venerable but dying company implement Lean practices to every part of their business and learn a new more effective way of managing Shows you how to use the Lean quality improvement method to fix not just a manufacturing system but an entire company including management design marketing and supply chain Written by Pascal Dennis author of four books on Lean practices and winner of the coveted Shingo Prize for outstanding research contributing to operational excellence Originally developed by Toyota the Lean approach to quality improvement has gained a worldwide following and helped turn around enumerable struggling businesses

The End of Project Overruns Robert M. Patty, Michael A. Denton, 2009-11 Applying the principles in this book unleashes ingenuity that achieves solidifies and perpetuates a new performance culture of mutual benefit In this culture project teams will prepare their work in task packages and enable workflow necessary to leave inefficiency of time and resource literally no place to hide Project examples will help teams implement the principles that shorten cycle times eliminate error improve quality and reduce costs to succeed in meeting project commitments Emerging Lean enterprise

relationships between clients EPC contractors and their entire supply chain will advance what constitutes the new market differentiating performance of individuals project teams and companies justifying high levels of trust and inter organizational efforts to improve Client executives will learn to recognize root causes of risk and sources of excellence to mitigate them Well developed strategic improvement is often constrained because the traditional way current means and methods fit squarely in everyone s comfort zone By learning to ask the right questions top client leadership will soon render overruns from the best traditional systems as not good enough and strive for a new level of excellence EPC executives will better engage creative voices from their best resources and stakeholders to resolve all concerns and define a unified vision for how to deliver on clients expectations without overruns during capital project delivery Lean methods will effectively assure that vision principles and best expectations are understood and implemented at the workplace Department discipline and stakeholder leaders will align and no longer frustrate each other and their clients They will plan and execute with increased efficiency and effectiveness Cost reduction will accelerate retaining only client valued quality enabling a nimble response to market opportunities and threats Project and program managers will confidently accept intense market induced cost and schedule reduction efforts They will apply new metrics measure potential and extract align and pilot improvements They will make workplace progress transparent to simplify resource balancing full utilization and workplace flow during all project phases The results will differentiate team members and their project s performance on the world stage Project professionals and the skilled labor force will gain confidence to make and keep increasingly difficult commitments and experience thereby increasing opportunity in an organization known for excellence They will fully engage heart and mind for leaders who expect excellence and they trust to enable and reward best practice performance while they jointly eliminate root causes of problems before they happen This book guides readers through each essential role for the transformation to Lean not just at the lowest levels but of the entire business model and all the supporting processes Resulting market recognition of sustained excellence of people their systems and the way they work together will create a market leading force

Essentials of Supply Chain Management Michael H. Hugos, 2003-02-11 Streamlining supply chain efficiency to maximize profitability This practical guide describes how the supply chain operates and discusses the issues and techniques that are relevant for companies seeking to improve the management of their supply chains Organized using the features of the Essentials series this easy to use guide contains tips and techniques for maximizing supply chain innovation strategies as well as real world examples developed from working with companies such as Johnson Wax Starbucks Borg Warner and Premier Health Care Supply chain expert Michael Hugos analyzes the components of a well designed and managed supply chain explains the metrics involved in measuring performance and presents a pragmatic approach to designing and building supply chain systems Michael Hugos Chicago IL is the Chief Information Officer of Network Services Company a 6.8 Billion distribution organization serving customers throughout North America He has extensive experience in distribution logistics and applying

technology to meet the challenges of supply chain management He holds an MBA from Northwestern University's Kellogg School of Management

Directing the Flow of Product Jeffrey H. Schutt, 2004-05-15 While good software and data are necessities for effective supply chain planning the right processes policies and organization are the most powerful keys for reducing costs and providing high service This book reviews the state of the art in production and distribution planning and presents principles and methods through which

Lean-Driven Innovation Norbert Majerus, 2017-07-27 In 2005 Goodyear's research and development R D engine was not performing up to its full potential The R D organization developed high quality tires but the projects were not always successful Goodyear embarked on a major initiative to transform its innovation creation processes by learning understanding and applying lean product development principles Within five years Goodyear saw its product development cycle times slashed by 70 percent on time delivery performance rise close to 100 percent and throughput improve three fold all achieved with no increase in the R D budget Lean Driven Innovation Powering Product Development at The Goodyear Tire Rubber Company describes in great detail how the Goodyear team was able to achieve such significant improvements Revealing the ups and downs of this successful transformation the book shares experiences of how this seismic change was managed how people were engaged and how Goodyear dramatically reinvigorated its product development and innovation processes and in the process delivered substantial more value to customers and to the company The book also explains how lean product development helped Goodyear dramatically improve revenue by having every new product available when the market needed it Presenting wide ranging perspectives from all levels of leadership this book is ideal for anyone in R D daring to take on a lean initiative in R D or who is struggling with a lean transformation that is not delivering to its full potential Since the book focuses on universal lean principles it is as insightful to other manufacturing and nonmanufacturing disciplines in any industry as well The book presents invaluable insights gained by the author during his 36 years within Goodyear of which 10 have been directly involved in trying to develop implement and sustain lean to achieve the company's business objectives It distills ideas practices failures and successes into key principles that lean product development practitioners can easily implement After reading this book you will gain a practical path for applying lean to the innovation processes of your organization including where to begin and what to do regardless of the industry and the status of your transformation

EBOOK: Operations Management: Theory and Practice: Global Edition STEVENSON, WILL, 2019-01-11 *EBOOK Operations Management Theory and Practice Global Edition*

[Theory of Constraints, Lean, and Six Sigma Improvement Methodology](#) Bob Sproull, 2019-07-09 Many leaders and managers have led improvement initiatives in a variety of different industry sectors Most believe that when they begin these efforts they already have the tools they need in their improvement backpack Using these tools they make substantial improvements to processes in a wide array of industry segments As time passes however most realize that there is a missing link in their arsenal of tools for improvement The author of this book faced this same predicament and he discovered what the missing link was in his improvement tool kit

Theory of Constraints TOC Once he learned the details of TOC his ability to make major improvements jettisoned upward to levels he had not seen before TOC is the common denominator in all the case studies presented in this book This book opens with a chapter on what Theory of Constraints is and why it works so well in improvement efforts The second and third chapters cover the important points related to Lean Manufacturing and Six Sigma as well as key points related to variability Chapter 4 demonstrates how to effectively combine these three components to achieve maximum improvement and the corresponding enhancement to your company s profitability The remainder of this book is composed of true case studies from different industry segments using this integrated improvement methodology Essentially this book lays the foundation for what most practitioners are just beginning to understand this integrated improvement methodology is superior to the three components used in isolation from each other This book presents a step by step method of how to combine the Theory of Constraints Lean and Six Sigma and then demonstrates its effectiveness in a very diverse array of industries Harvard Business School Core Collection Baker Library,1999 Operations Management for Business Excellence David Gardiner,Hendrik Reefke,2019-10-28 All businesses strive for excellence in today s technology based environment in which customers want solutions at the touch of a button This highly regarded textbook provides in depth coverage of the principles of operations and supply chain management and explains how to design implement and maintain processes for sustainable competitive advantage This text offers a unique combination of theory and practice with a strategic results driven approach Now in its fourth edition Operations Management for Business Excellence has been updated to reflect major advances and future trends in supply chain management A new chapter on advanced supply chain concepts covers novel logistics technology information systems customer proximity sustainability and the use of multiple sales channels As a platform for discussion the exploration of future trends includes self driving vehicles automation and robotics and omnichannel retailing Features include A host of international case studies and examples to demonstrate how theory translates to practice including Airbus Hewlett Packard Puma and Toyota A consistent structure to aid learning and retention Each chapter begins with a detailed set of learning objectives and finishes with a chapter summary a set of discussion questions and a list of key terms Fully comprehensive with an emphasis on the practical this textbook should be core reading for advanced undergraduate and postgraduate students of operations management and supply chain management It would also appeal to executives who desire an understanding of how to achieve and maintain excellence in business Online resources include lecture slides a glossary test questions downloadable figures and a bonus chapter on project management

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Guide For Factory Physics Wallace Hopp Guide Introduction

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