

**DESIGN AND IMPLEMENTATION OF CELLULAR MANUFACTURING  
IN A JOB SHOP ENVIRONMENT**

by

**Liana María Alvarez López**

B.S., Naval Architecture and Marine Engineering, Massachusetts Institute of Technology, 1987  
M.S., Naval Architecture and Marine Engineering, Massachusetts Institute of Technology, 1993

Submitted to the Sloan School of Management and the  
Department of Mechanical Engineering  
in Partial Fulfillment of the Requirements for the Degrees of

**Master of Business Administration**  
and  
**Master of Science in Mechanical Engineering**

in Conjunction with the  
**Leaders for Manufacturing Program**

at the  
**Massachusetts Institute of Technology**  
May 1997

©1997 Massachusetts Institute of Technology

Signature of Author \_\_\_\_\_  
Sloan School of Management  
Department of Mechanical Engineering  
May 23, 1997

Certified by \_\_\_\_\_  
Professor Eugene E. Covert, Thesis Advisor  
Department of Aeronautics and Astronautics

Certified by \_\_\_\_\_  
Professor Stephen C. Graves, Thesis Advisor  
Sloan School of Management

Accepted by \_\_\_\_\_  
Professor Ain Sonin, Chairman, Graduate Committee  
Department of Mechanical Engineering

Certified by \_\_\_\_\_  
Larry Abeln, Director of Master's Program  
Sloan School of Management

