

Theory of Constraints: Introduction to TOC Way

Organizations are often structured, measured, and managed in parts, rather than as a whole creating constraints that people may not be aware of. As a result the overall performance is lower than the expectations. Due to these constraints which seem to constantly shift from one place to another, organizations experience difficulties in securing or maintaining a strategic advantage in the marketplace, financial hardships, lack of collaboration between various functions and poor customer satisfaction. Once the barriers that block those parts from working together as an integrated system are removed, significant and sustainable improvement in each problem area is achievable.

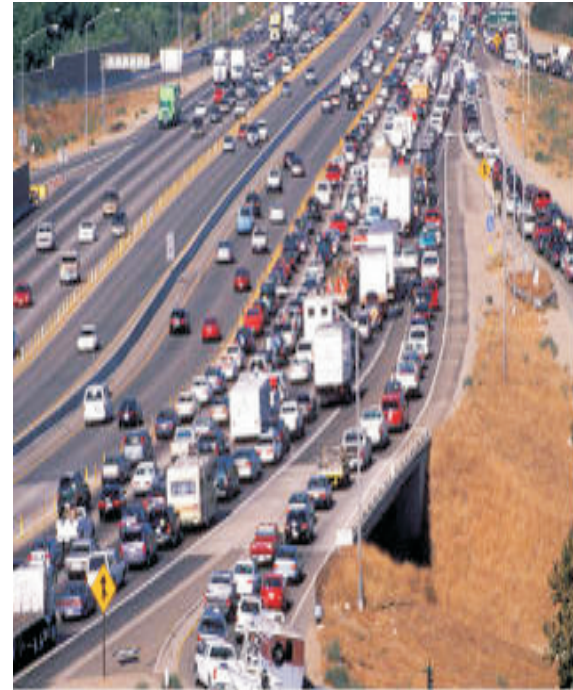
The Theory of Constraints (TOC) is a management philosophy by Dr. Eli Goldratt, author of the book, 'The Goal' and several others that followed it. Organizations often try to improve their performance by utilizing all their resources as much as possible rather than focusing on what really prevents them from improving. TOC helps organizations in focusing on the constraints and thereby achieve goals in relatively short time.

Tata Management Training Centre and Goldratt Schools present a series of programmes based on TOC. The first programme in this series is the Introductory Programme on the TOC. This programme is for the decision makers of an organization.

This programme would cover the following topics over a period of three days.

- TOC Fundamentals
- Fundamental beliefs
- Flow and measurements
- 5 Focusing Steps
- Strategy and Tactics
- S & T Tree
- Thinking process and tools
- Layers of Resistance
- Decisive Competitive Edge
- Simplified Drum Buffer Rope and Made To Order
- Made To Availability and Supply Chain
- Project Management

The programme objective is to introduce to TOC Thinking Process and to apply the TOC way in various areas. The programme is designed in a modular fashion of 1+2 Days. This would facilitate participation by the organization head with his team for the 1st day, while keeping the option of continuing for the next two days open. The rest of the participants can attend all 3 days.



Participants Profile

- CEOs with their leadership team.
- COOs/Business Leaders with their team.
- Decision Makers & Leaders of Operations.
- Heads of Functions with their teams
- Project Managers.

Programme Faculty

The programme will be delivered by Mr. Philip Viljoen who is the Principal of Goldratt Schools for Africa and India and a successful implementer of all the TOC solutions. He is currently responsible for the development of external and internal TOC consultants for Goldratt Consulting as well as offering Goldratt Schools programme. He has worked with clients across diverse industries and locations to implement TOC since 1993. In India he educated internal TOC consultants for Tata Steel.

He conceptualized and implemented the one year programme "Managing the TOC way" in South Africa in 2009

He attained the degrees Hons. B Eng (Civil) at the University of Stellenbosch in 1979, and in 1988 the MBL at the University of South Africa (UNISA). He attended the Management of Technology programme at the University of Cape Town in 1991. In 1993 he completed the International Teacher's Programme at INSEAD, France. He has also taught Business Statistics and Operations Management at the School of Business Leadership of UNISA till 1995.



Goldratt Schools (GS) is a part of Goldratt Group, a world-wide organisation established by Dr Eli Goldratt. Goldratt Schools brings broad-based expert knowledge of various areas like operations, supply chain management, finance & measurements, sales & marketing, managing people and various other areas. They have worked in diverse industries like manufacturing, financial services, health, projects etc.

The Tata Management Training Centre (TMTC) was started by Mr. JRD Tata with a mandate to serve as an educational institution that would assist, foster, cultivate and contribute to the development of professional management for the economic development of the country. Since then, it has developed into one of the leading management training institutes in the country having linkages with renowned national and international institutions. TMTC faculty and industry experts come together to offer intense learning opportunities whereby working professionals acquire tools and techniques as take-aways that have immediate applications.



Confederation of Indian Industry

Confederation of Indian Industry (CII) is a non-government, not-for-profit, industry led and industry managed organization that works to create and sustain an environment conducive to the growth of industry in India. CII is, playing a proactive role in India's development process by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. CII also partners with NGOs across the country to carry forward the initiatives in integrated and inclusive development in diverse areas. Today, CII serves as a reference point for Indian industry and the international business community. CII is keen to promote the adoption of TOC and encourages member companies to participate in this programme.

Dates: January 27 – 29, 2010 (Cut off date January 10, 2010)

Time: 9.00 a.m. to 6.00 p.m.

Venue: Tata Management Training Centre, 1, Mangaldas Road, Pune 411001.

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Note: This is a non residential programme and the participants are requested to make their own arrangements. If required TMTC can assist in making these arrangements.