

## TOC for Project Management, Finance and Measures

Location: Knoxville, Tennessee  
Duration: 4 day program  
2011 Dates: August 15-19  
August 19 (exam day)  
Tuition: \$4,500  
(\$4,050 for TOCICO members)  
Includes meals and lodging  
and cost of course exam

### OVERVIEW

The Theory of Constraints (TOC) evolved in the early 1980's with the publication of Dr. Eli Golratts' book The Goal. At that time, TOC was primarily applied to manage operations. Since that time, the TOC body of knowledge has grown significantly, and it is now applied to project management, replenishment and distribution, finance, and marketing.

The Theory of Constraints Institute offers three programs that collectively deliver the TOC body of knowledge across the supply chain. The three programs may be completed in any sequence and will be repeated at least once a year.

The program on TOC for Project Management, Finance and Measures is one of three, one-week programs offered by the TOC Institute that collectively

deliver the TOC body of knowledge. The other programs include:

- *TOC Solution for Distribution and Replenishment and the TOC Philosophy* provides participants with an in-depth understanding of how to manage the distribution and replenishment process very effectively, with minimal inventories.
- *TOC in Operations and the TOC Thinking Process* will provide participants with an in-depth understanding of how to manage their production operations, increasing the throughput while dramatically reducing flow times. The TOC Thinking Process helps facilitate a process of ongoing improvement that identifies root causes for problems and their resolution through a cause-and-effect methodology.

The Institute provides participants a very applications-oriented experience. Practical exercises and simulations (both manual and computer simulations) support the theory presented as part of the overall

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educational process. Many real-world examples are presented to support key ideas throughout the program. Attendees will also participate in group working sessions and present team results.

## **PARTICIPANT PROFILE**

The Theory of Constraints Institute is designed for executives and managers who want to understand how to build a sustainable competitive edge for their organization. These executives and managers have to balance seemingly conflicting needs from customers demanding quality products at a lower cost while shareholders expect a high return on their investment. The Theory of Constraints (TOC) is a methodology that results in a Win-Win solution for a wide variety of situations, including those described above. The TOC concepts and principles have enabled many organizations to increase profitability at an unprecedented pace.

This program on TOC for Project Management, Finance and Measures will provide participants with an in-depth understanding of how to deliver projects successfully and on time. The program will also provide the participants with an in-depth understanding of throughput accounting – an invaluable technique that serves managers best when choosing the right products to produce and sell to dramatically increase the profitability of their organizations. Experienced executives and managers – with or without graduate business degrees, will find great value in the expertise in TOC provided by this program.

## **KEY BENEFITS**

- Develop understanding of Critical Chain Project Management, in which TOC is applied to Project Management to significantly improve on-time project completions, while dramatically reducing the project cycle.
- See how TOC in Finance significantly improves the organization's ability to identify which products it should market.
- Understand big picture thinking; Understand the damaging effects of localized decision making and learn how thinking holistically leads to achieving the organization's goal.
- Understand the opportunities available to create an "Ever Flourishing" organization that allows the organization to grow its business such that current revenue becomes net profits in a few years.
- Learn how to create a sustainable, competitive advantage and grow your business at an unprecedented rate by providing the customer with a "mafia offer" – an offer that is so compelling that the customer finds it extremely difficult to refuse and yet your competitors are unwilling to attempt.
- Understand the synergy between Lean and the theory of constraints to enhance the organization's quest for operational excellence.

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## PROGRAM DESCRIPTION

TOC for Project Management presents two cutting edge techniques for managing projects: Critical Chain Project Management (CCPM) and Visual Project Management (VPM). Both approaches help significantly improve on-time completion of projects even while dramatically reducing project completion times. The former technique, CCPM, is the TOC approach to project management. The latter technique, VPM, was recently developed by the course owners, and it combines concepts from CCPM with Lean Thinking and Six Sigma concepts to present a visual approach to project management.

TOC for Finance and Measures teaches executives how Throughput Accounting provides clarity on the most profitable products produced by their organization. This knowledge can be utilized to dramatically increase the organization's profitability. The executive will learn how to apply Throughput Accounting in conjunction with Generally Accepted Accounting Principles (GAAP). The executives will also explore specific measures and metrics that need to be in place to support business growth and profitability.

## FACULTY

- **Dr. James Holt**, Clinical Professor of Engineering & Technology Management, Washington State University, Portland, Oregon. Dr. Holt has many years of experience with the U.S. Air Force. He has studied, practiced, and taught the Theory of Constraints for over twenty years. He

has worked extensively on project management and has over forty years of experience on systems operations, systems optimization, and organizational behavior and simplification.

- **Dr. Mandyam (“Srini”) Srinivasan**, The Pilot Corporation Chair of Excellence, University of Tennessee, Knoxville, Tennessee. Srini has many years of experience with leading automobile manufacturers. He has published in a wide range of academic and professional journals and is the author of the books, *Streamlined: 14 Principles for Building and Managing the Lean Supply Chain*, and *Supply Chain Management for Competitive Advantage: Concepts and Cases*. He has studied, practiced, and taught the Theory of Constraints for over fifteen years.

## Certification

These programs can also lead to a certification on TOC fundamentals, offered by the Theory of Constraints International Certification Organization (TOCICO). Participants electing certification will take a knowledge assessment, (two TOCICO Fundamental Exam segments that cover the topics of the week), administered on the last day of the program. Participants who take all three programs and pass all six segments of the TOCICO exam can take the complete TOCICO Fundamentals Exam. Exams for certification will be administered on the

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Friday following each program. Certification is received after the successful completion of all exams.

## **Facilities**

Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs. Accommodations are single-occupancy rooms at a nearby hotel.

## **Related Courses of Interest**

The Lean Enterprise Systems Design Institute  
Lean Maintenance, Repair and Overhaul  
Lean for Healthcare  
Lean Applied to Business Processes  
The Integrated Supply Chain Management Program

## **CONTACT**

For more information on *The Theory of Constraints Institute* please call or write:

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