

Quantitative approach for Theory of Constraints in Manufacturing

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Abstract

In this paper, a systematic and quantitative route is provided for the application of the theory of constraints in manufacturing. This is done employing the operational research techniques of mathematical programming. The philosophy of the theory of constraints in manufacturing is demonstrated. By applying the TOC philosophy based on the information, managers will be able to take the right actions that will improve the performance of their companies. The model is proposed to be used with the TOC philosophy in order to improve the financial performance of a company.

Keywords: Theory of Constraints, bottlenecks, Capacity constrained resources (CCRs), Throughput

1. Introduction

The Constraints in manufacturing organizations represent bottlenecks that affect the creation of surplus demand that its capacity for manufacturing, which is because of the company policy to grow all the market demand to cater to present other larger competitors. Asset generating for market and at the same time maintain the company reputation for on time delivery. Therefore, to give managers a number of changes in the last few years, because of the economic environment in which companies are operating and of the introduction of advanced manufacturing technology. The model is proposed where capacity constrained resources, material cost, direct labour cost, investments of capital, selling price, demand.

2. Theory of constraints

Theory of constraints is management policy developed by Eliyahu Goldratt. It provides a total enterprise perspective. Because the first goal is to make money. Theory of constraints concept of manufacturing system was conceived on three simple performance measures: capacity, throughput, inventory and operating expenses. The steps of Theory of constraints are:

1. Identify the system constraints.
2. Decide how to improve system constraints.
3. Subordinate everything else to the above decision.
4. Elevate the system constraints.
5. Go back to step 1, but don't allow the system to get better.

The Theory of Constraints, sometimes abbreviated as TOC, is a production and operations management strategy centered on the concept of capacity constrained resources (CCRs), also commonly called bottlenecks. TOC starts from the assumption of the existence of one or more CCRs in any system. The assumption needs to hold its validity to achieve still balanced loads. The performance may be profit, production volume, or any other suitable measure. A simple example of a TOC is the dividing operations into components (split flow) and of production of different parts. The implementation of TOC in practice is achieved in a sequence of logical steps.

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