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- Created** : 1.11.2017
- Deadline** : Your work **have to be presented** and argued before an audience (Your colleagues) in the seminars, which will be held in time assigned by tutor.  
The reason of chosen deadline is a necessity to hand over related theories and time to write a seminar work. Chosen deadline is **22.11.2017 (Wednesday)**, meaning, that seminar work will be handed over **22.11.2017** at latest by e-mail to addresses [miki@econ.muni.cz](mailto:miki@econ.muni.cz) and [1730@mail.muni.cz](mailto:1730@mail.muni.cz)
- Expected extent** : Minimum **10** pages
- Suggestions** : 30 % of the volume might be description of the used theories, which will be used as a bridgehead for practical part of the work. You have to mention list of used resources at the end of your work. I expect links (relations) from seminar work body to list of resources, meaning to indicate which texts were taken from which literature (internet resources)
- Theory used** : it is expected, that student will mainly use Theory of Constraints and related Thinking tools, Critical Chain Methodology, Ishikawa Fishbone Diagram and Pareto analysis
- Title Page** : **Name of the student, his e-mail, student number and his/her photo as well as date indicating the handover date of your work !!!**
- Presentation** : You have to prepare power-point presentation describing concisely your work. This power-point presentation will be used in your presentation to audience It is expected, that you will perform **max 9 minutes**. So try to present the core you your problem with the help of texts as well as with the help of diagrams and related pictures if any(trees, curves, flowcharts and so on).
- First 3 students will present their seminar work on 27.11.2017 during theoretical session in P104 and we will continue even during practical part on 29.11.2017**
- Statement** : Approved and presented seminar work represents passport to be accepted for exam!!!

**Name:**

## **Operations Management: seminar work (Utilization (*application*) of the Theory of Constraints (TOC), Critical Chain Project Management (CCPM) as a Project Management Methodology based on TOC principles.)**

**Questions which have to be firstly and concisely answered in the seminar work:**

- 1.) How would you apply CCPM and TOC tools (e.g. CRT=Current Reality Tree) for the planning of Your own dissertation (writing the dissertation is in fact a project)? Can you name the main project risks? Do you know how to diminish (to reduce) these risk factors (to avoid obstacles)? Name at least 10 obstacles!!

Name set of UDE's (undesirable effects) -see TOC and Thinking Tools theory- related to find a subject of your work, to prepare yourself for creation of dissertation, chasing resources, planning time schedule, personal problems related to dissertation and so on.

**Comment:** To give you a **greater flexibility**, you can instead of the project of your dissertation use any other type of project such as e.g. project of formation of your brand new start-up company, renovation of the pub (café, confectionary) and so on (see other examples mentioned below). It will be fully upon you to determine what type of businesses and processes you will hypothetically use. Your predecessors have used project of formation of software house to create web sites pages, company selling airline tickets or they tried to solve problems of already existing company of their parents exporting natural cosmetics from Greece. Some of them tried to establish business in the Czech Republic such as selling French wines, small travel agencies and so on. As you can see, the core depends on your imagination. You will get some former works in order to help your inspiration.

When specifying your concrete project you can use as a helping tool such as Balanced scorecard methodology (was mentioned already in introduction of OM and *will be presented more in detail on 8.11.2017*). Necessary knowledge used to control basic and core processes of newly established company, benefits for customers if processes will be correctly controlled and so on. It could be used also in dissertation project, meaning what knowledge and skills you have to acquire, how to communicate with your mentor, how to write a dissertation (formal aspects), what type of methods will be applied in order to suggest some improvements and so on.

**UDE examples** : *long project duration, projects overrun budget, projects deliver less than full scope, projects overrun schedule, projects have many changes, projects use resources ineffectively, to many conflicts among projects-capacity of resources are used up, bad interpersonal relationships, long reaction to requirements, improper evaluation of workers (employee), rigid legislation, competitors, ...*

So as you see one part of the seminar work will be list of UDE which will be used to construct CRT signalling your root problem (bottleneck).

- 2.) What kind of effects do you expect by possible using buffers (time buffers) during the working out of your thesis (dissertation or other chosen project)? Can you explain what is the time buffer? How you can measure a reached results (used metrics such as time, resource capacity, costs, good-will and so on).
- 3.) Can you specify by use of Thinking Process Tools Your personal bottleneck as far as studying processes or writing a work or working on assigned school tasks (by other tutors) is concerned? Create CRT (see full meaning above) and create a list of Undesirable Effects (named by You as it was mentioned already in clause 1)
- 4.) Create with use of already existing set of UDE's Ishikawa fishbone diagram and put some weights meaning numbers specifying an importance of assign reasons. It was clearly shows in Ishikawa FBD power-point presentation. Based on the set of assigned score create Pareto Lorenz curve (use Excel pls). The principle is also shown in just mentioned presentation. Specify most important reasons. Compare with root problem found by use of Current Reality Tree.
- 5.) State clearly Your suggestions how to improve Your dissertation writing (or any other chosen project) and related benefits.