A spiral-bound notebook with a silver pen resting on it. The notebook is light blue and the pen is silver. The text is centered on the notebook page.

# **Operational Management Paper**

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# TOC

## Some facts:

### Five Focusing Steps:

- Identify
- Exploit
- Subordinate
- Elevate
- Repeat



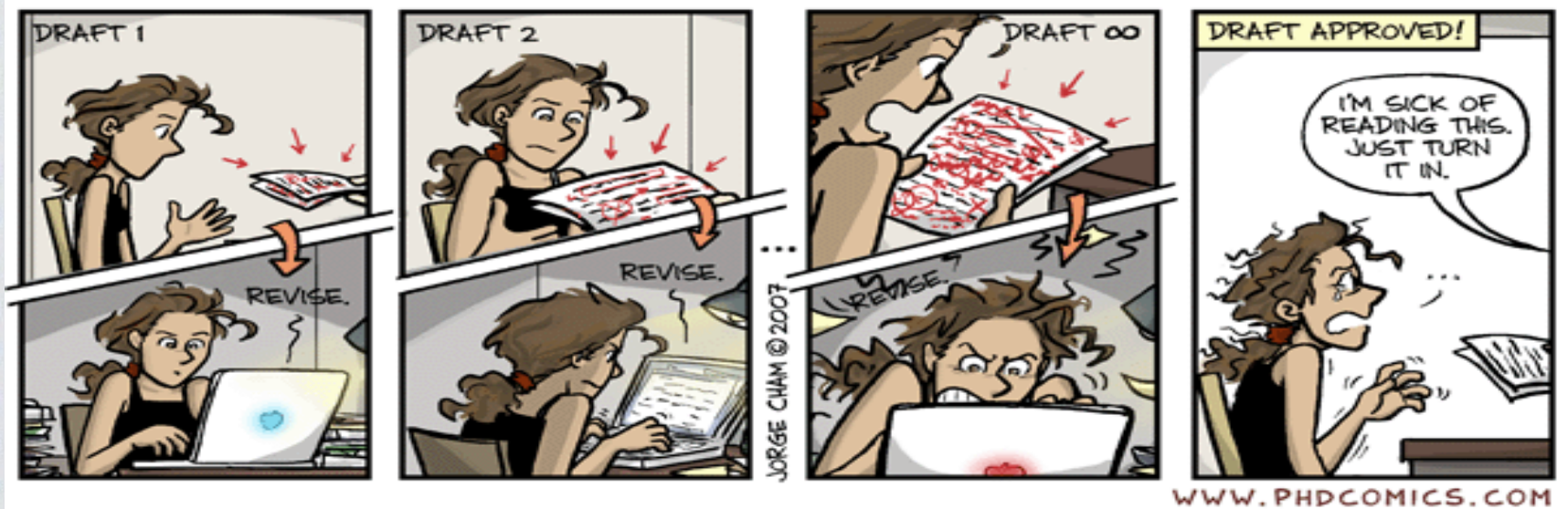
**Every system has  
a constraint!**

### Key questions:

- What to change?
- What to change to?
- How to cause the change?

# The Project

**Goal:** Qualitative written thesis within the deadline



# Project Risks

## Aware of:

- Timeline following
- Relevant literature
- Supervisor challenge
- Multitasking
- Fear and panic
- Procrastination



# Project Risks

## Predictable:

- Find a job
- Computer errors
- Holliday and vacation



## Unpredictable risks:

- Illness of any kind
- Family problems

# Time Buffers

## What is?

- ❖ Extra time added into a time estimate to keep a project on track

## Types:

- ❖ Project Buffer – whole project
- ❖ Feeding Buffers – for each task that feeds into the critical chain
- ❖ Resource Buffers – assigned to ensure that the necessary resources will be available

# Thinking Process Tools: CRT

## What is CRT?

- ❖ Used to fully describe an existing situation
- ❖ Purpose: understand how the problems are related to each other
- ❖ Cause and effect relationship
- ❖ "if..., then..." or "if...and if...and if..., then..."



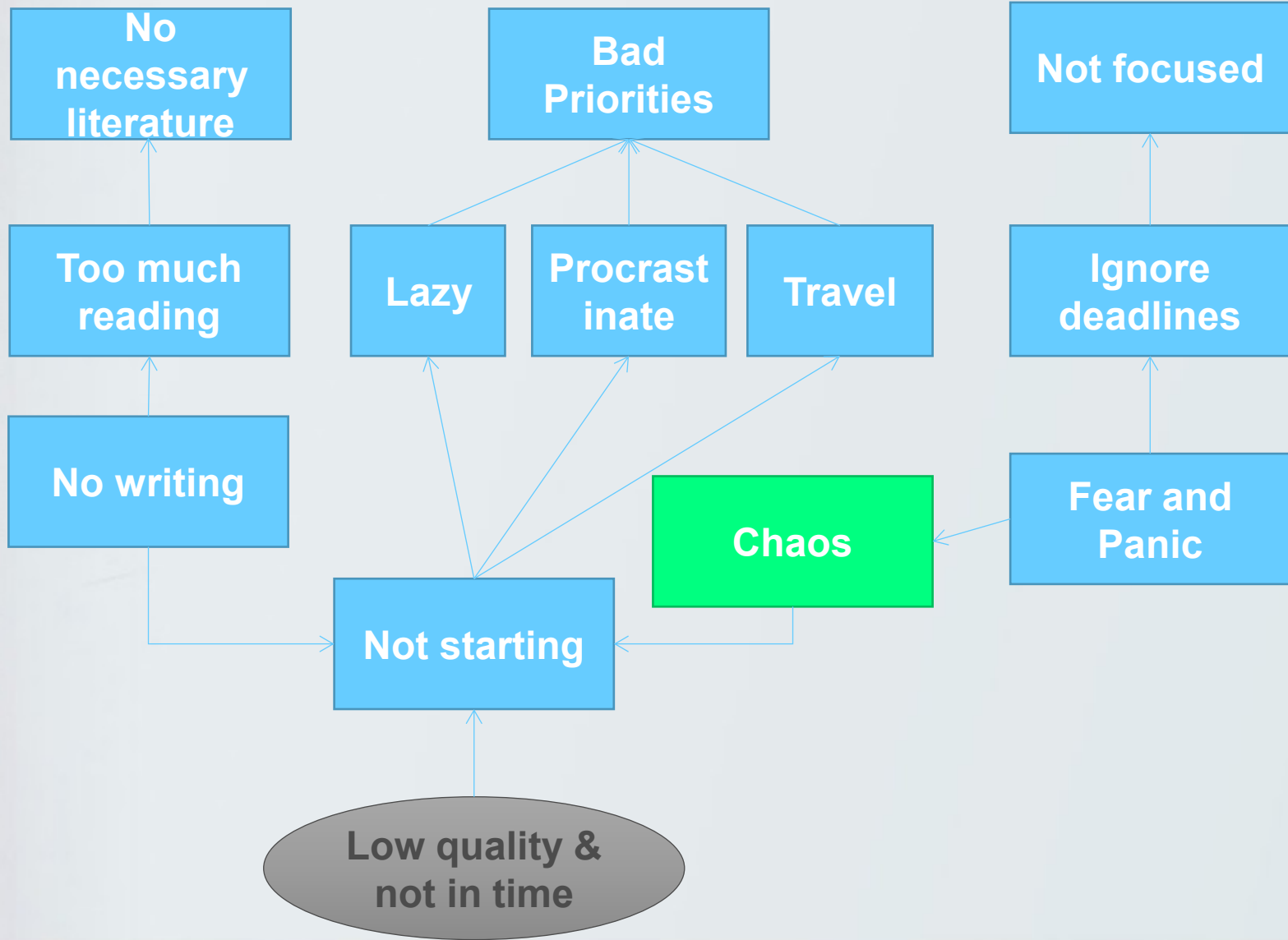
# Thinking Process Tools: CRT

## Undesirable effects

- ❖ lack of necessary literature
- ❖ reading too much, no writing
- ❖ difficulties starting the process
- ❖ supervisor issue
- ❖ ignore the Gantt chart (Parkinson syndrome)
- ❖ lack of time
- ❖ not focused
- ❖ student syndrome
- ❖ bad multitasking, confusing priorities
- ❖ fear and panic
- ❖ computer failure

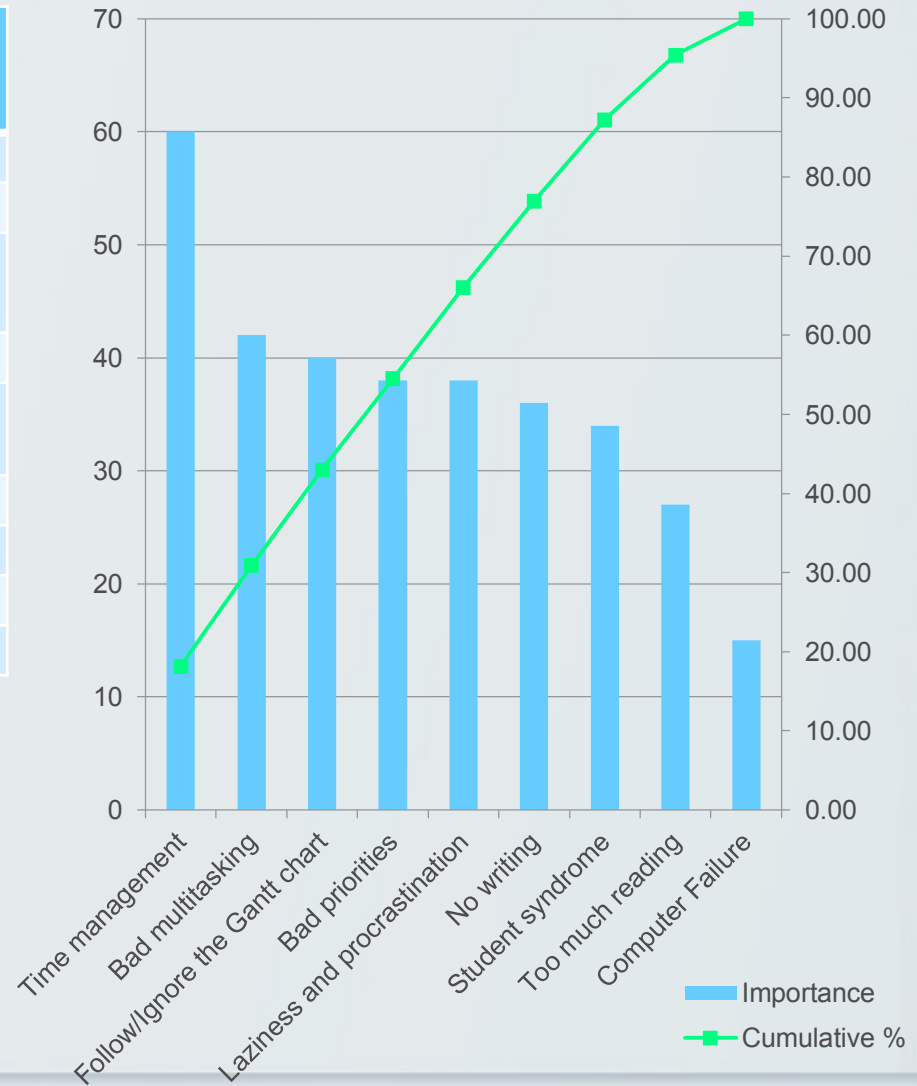


# Thinking Process Tools: CRT

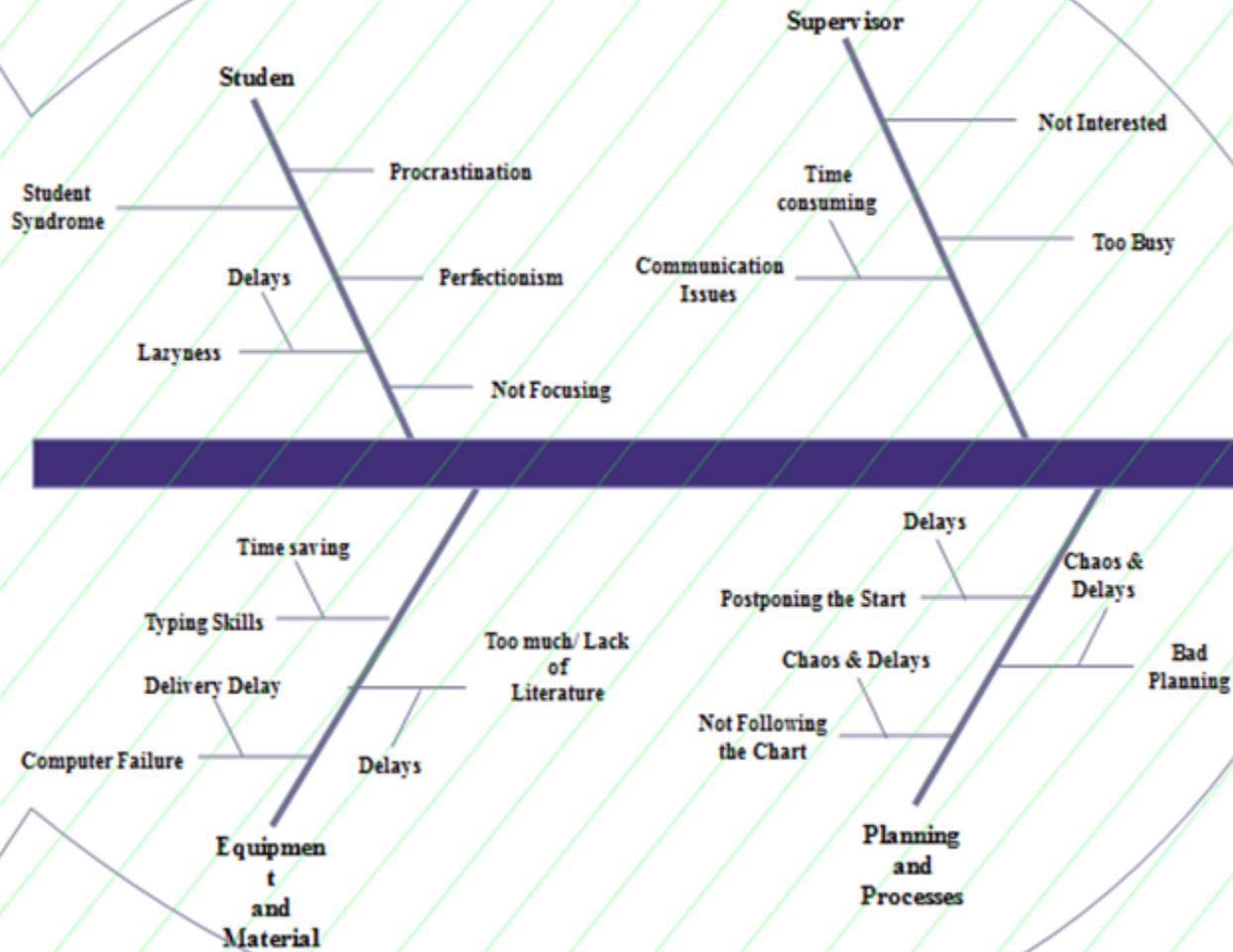


# Pareto Analysis

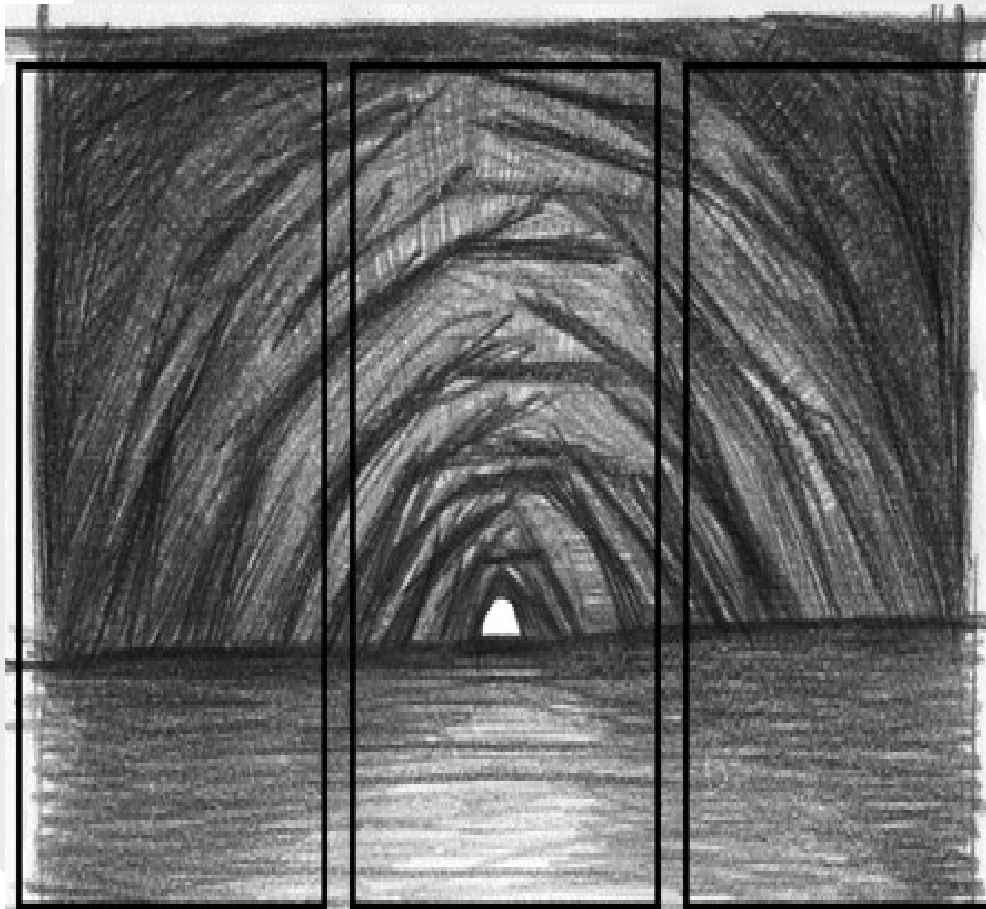
UDE	Importance	Cumulative Count	%	Cumulative %
Time management	60	60	18.18	18.18
Bad multitasking	42	102	12.73	30.91
Follow/Ignore the Gantt chart	40	142	12.12	43.03
Bad priorities	38	180	11.52	54.55
Laziness and procrastination	38	218	11.52	66.06
No writing	36	254	10.91	76.97
Student syndrome	34	288	10.30	87.27
Too much reading	27	315	8.18	95.45
Computer Failure	15	330	4.55	100.00



# Fishbone diagram



# Conclusion



THE LIGHT  
AT THE END  
OF THE  
THESIS.

CAN YOU  
SEE IT?

JORGE CHAM @THE STANFORD DAILY

phd.stanford.edu/

# Suggestions

## ❖ Time management



# Suggestions

## ❖ Self improvement

*I want to do it all.  
I also want to do  
absolutely nothing.*

# Suggestions

## ❖ Reward system

Level of satisfaction

Rewards





# Conclusion

## Benefits:

- ❖ Delivery in time of a qualitative thesis
- ❖ Process : less stressful & smoother
- ❖ Workload equally distributed



A spiral-bound notebook with a silver pen resting on it. The notebook is open to a blank page, and the pen is positioned diagonally in the upper right corner. The text "Thank you!" is written in a bold, blue, sans-serif font, underlined, in the center of the page.

**Thank you!**