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The basic principle of the Theory of Constraints (TOC) is the impossibility of running a balanced factory at 100 percent capacity. Variation in processing and material transfer times is the root cause of longer cycle times and higher inventories, which can hinder the ability to run a factory at full capacity.

In *Beyond the Theory of Constraints*, William Levinson challenges this basic principle by stating that variation in processing and material transfer times comes from special or assignable causes that can be eliminated through traditional quality management techniques. Even random or common-cause variation can be suppressed through lean manufacturing methods.

This compelling book: Gives a complete overview of the Theory of Constraints and its impact on engineering and managerial economics.

Illustrates the effect of variation in processing and material transfer times, and shows why this variation prevents achievement of 100 percent utilization.

Describes methods for reducing variation in processing and material transfer times.

Discusses methods for increasing productivity and reducing cycle times - these are useful for elevating the constraint (increasing its capacity) and reduce variation.

This book will teach business executives, managers, and technical professionals, including quality and manufacturing engineers, how to identify and remove variations and maximize capacity to achieve bottom-line results.