

Eliyahu Goldratt

TOC

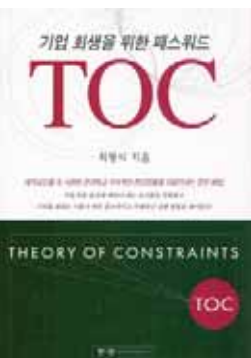
April 29, 2005

Jin-Ho Jeong, Ph.D.

Competitiveness Valuation International, Inc.

Korea Partner of IMD WCY

jeong@cvikorea.net



Eliyahu Goldratt



- 1948
- TOC (Theory of Constraints :
)
- The Goal() 1984
가 .
7,000
- H
- TOC



2. TOC

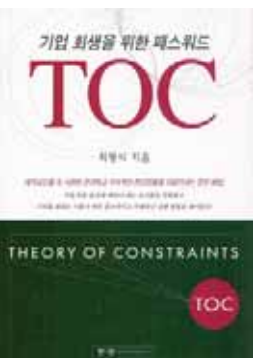
April 29, 2005

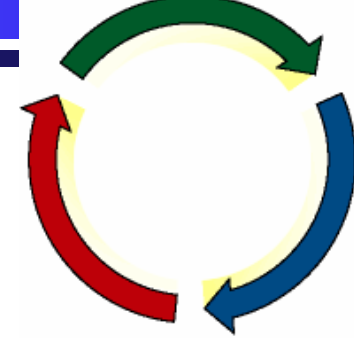
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● TOC

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● TP(Thinking Process) (Tree)

● TP

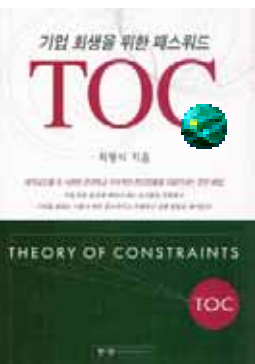


가

가(what to change)

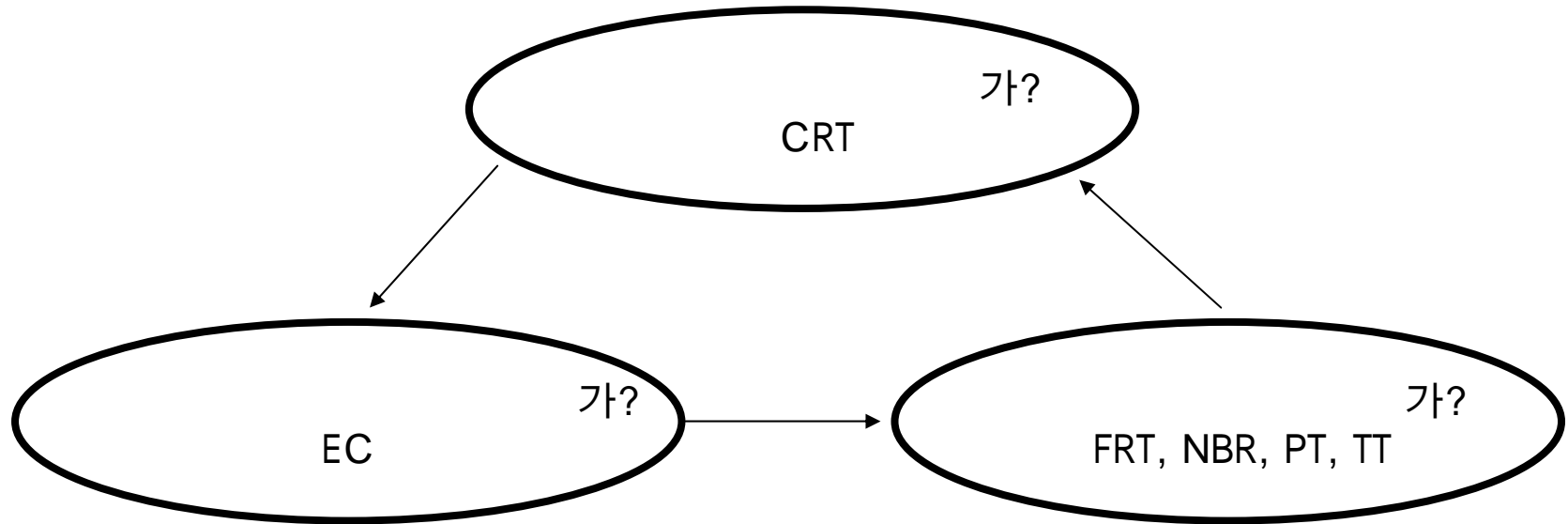
가(what to change to)

가(hot to cause the change)



TP

가



가



 **CRT** (Current Reality Tree ;

 가 ' (UDE ; UnDesirable Effects)

 **CRT** Cause-Effect),

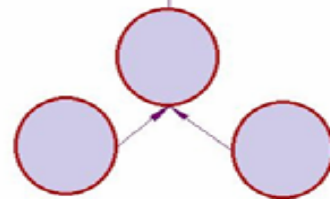


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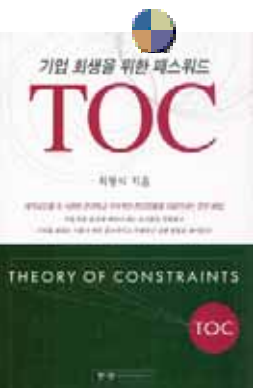
가

CRT

CRT



ECE(Effect-



CRT

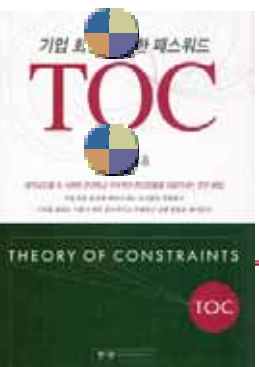


가

가

가

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TP

가



CRT

가

가



가

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가



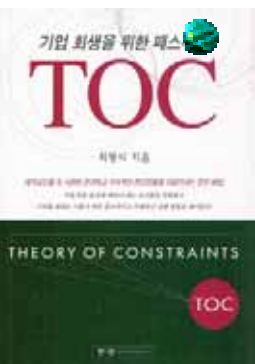
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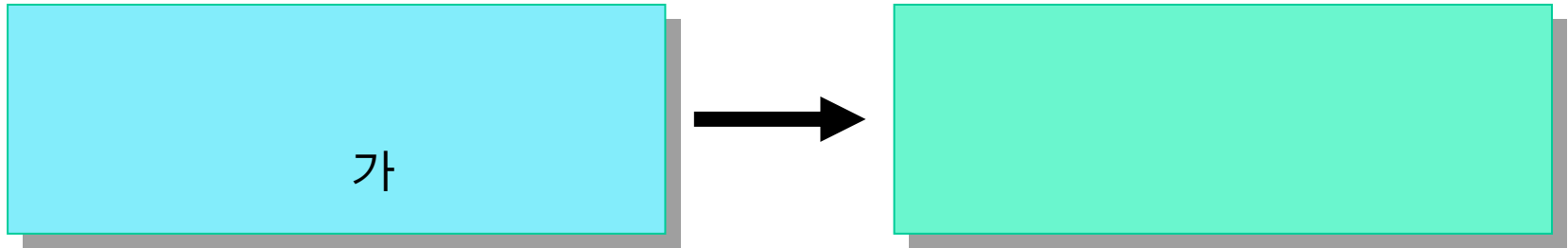
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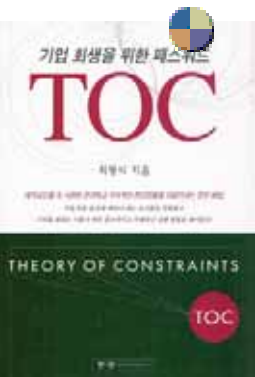
가가



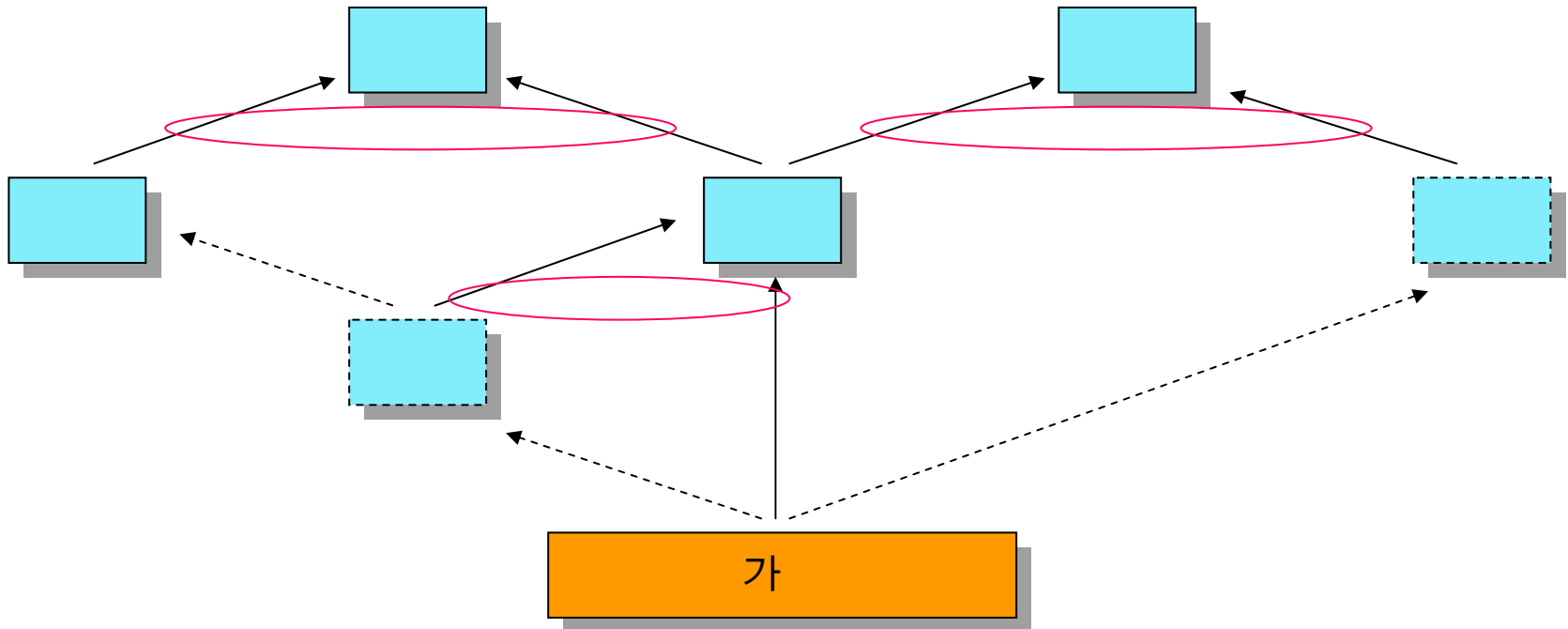


가

가



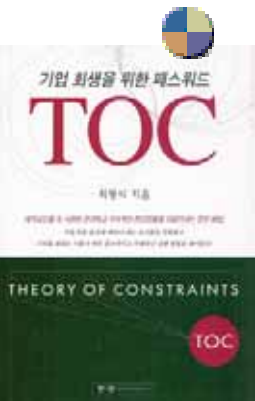
CRT



70%

가

(UDE ; UnDesirable Effects) :



1.

" 가

가?"

2.

" 가

가?"

3.

" 가

가?"

4.

"

가

가?"

5.

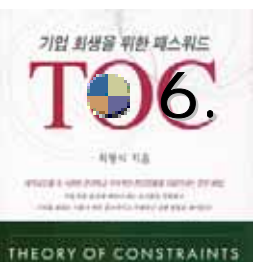
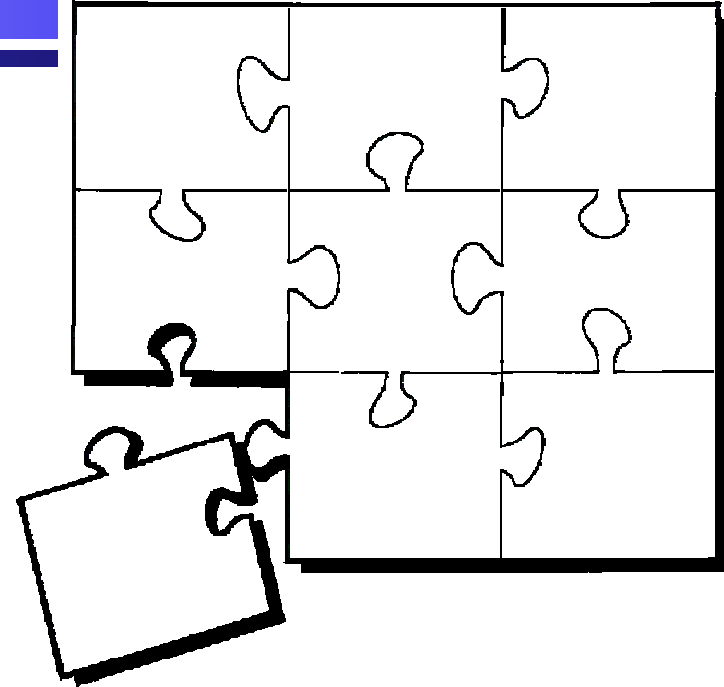
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가?"

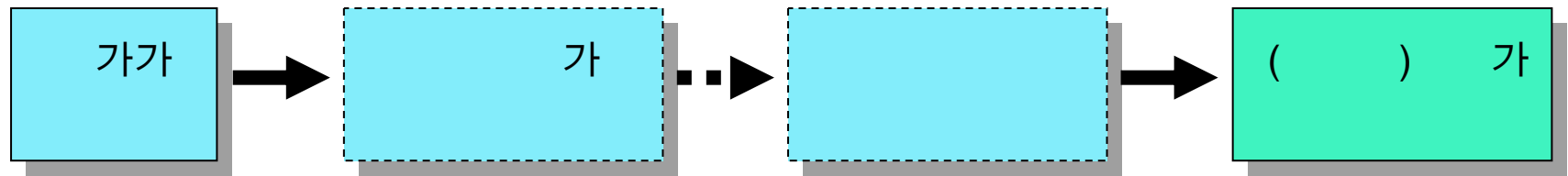
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가

가?"

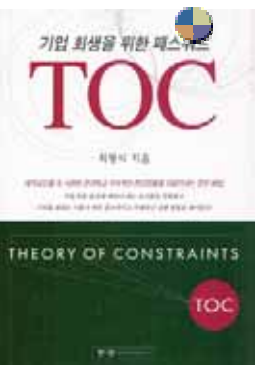


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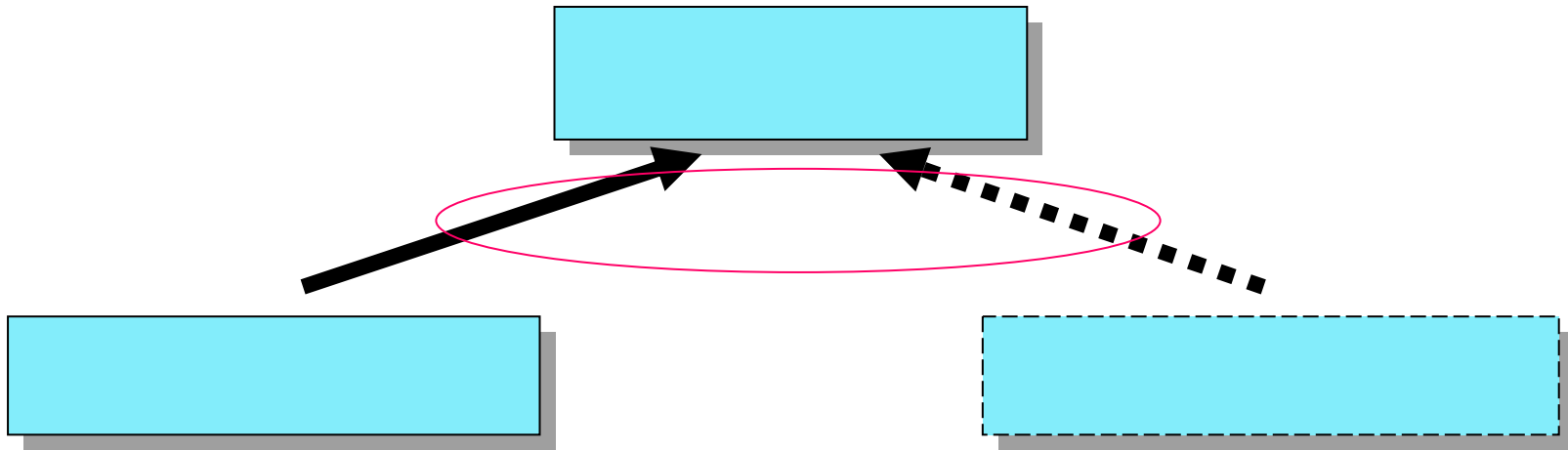


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() 가 ()'

가 , 가 가 가
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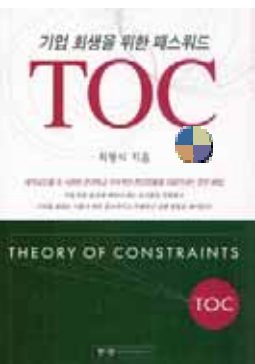
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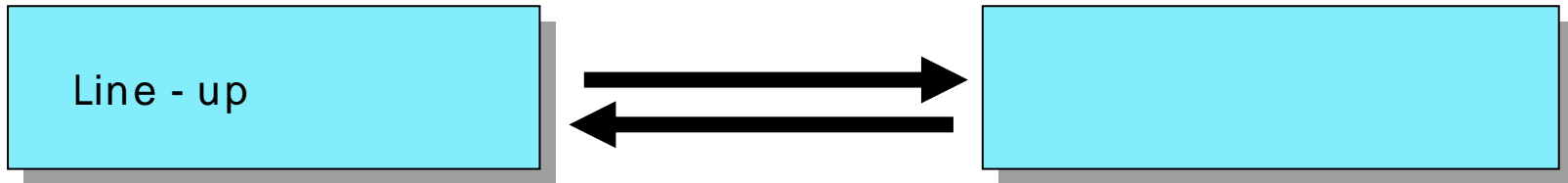
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가



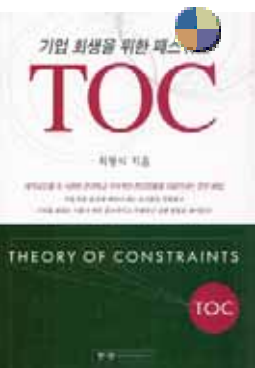
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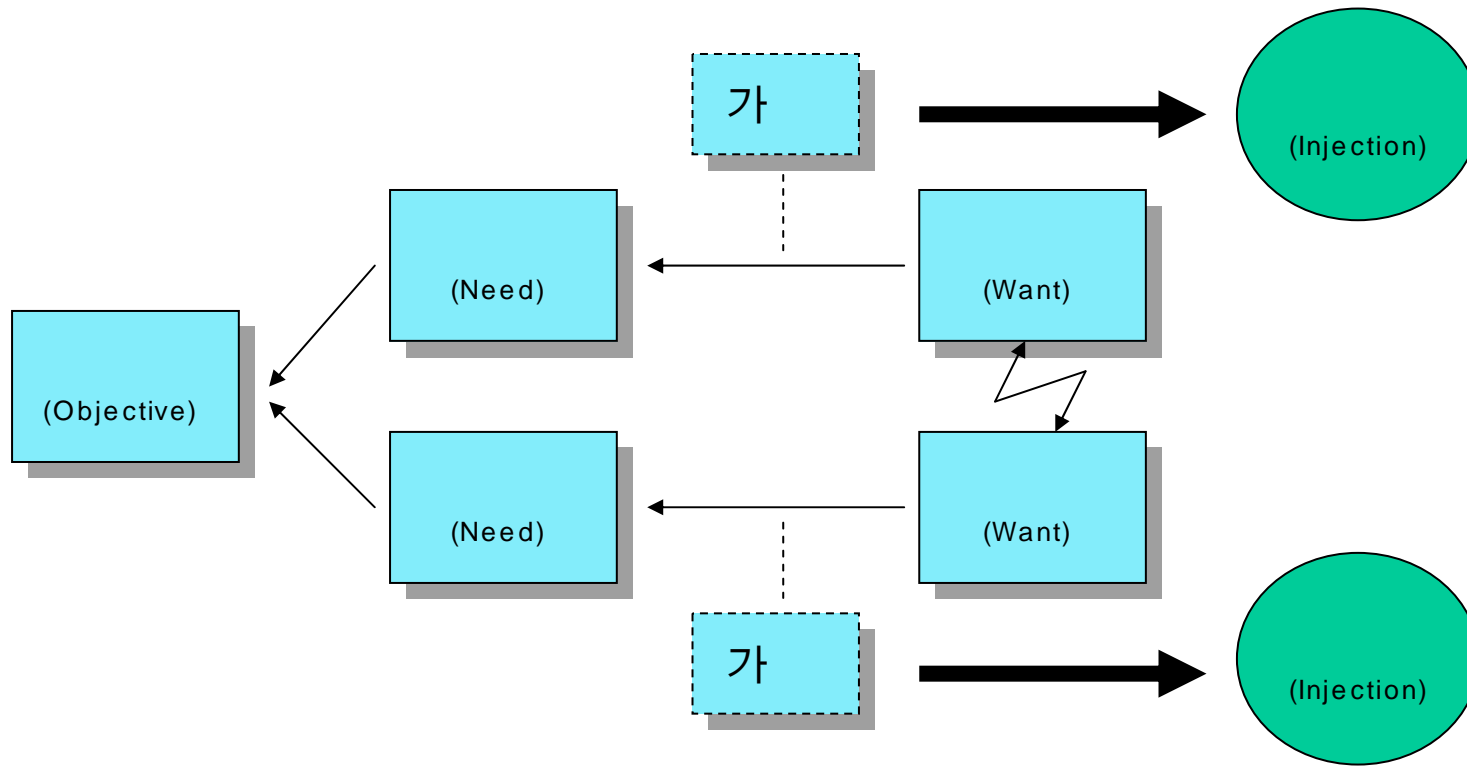
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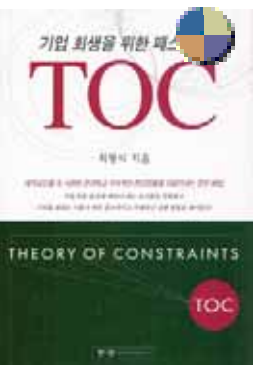
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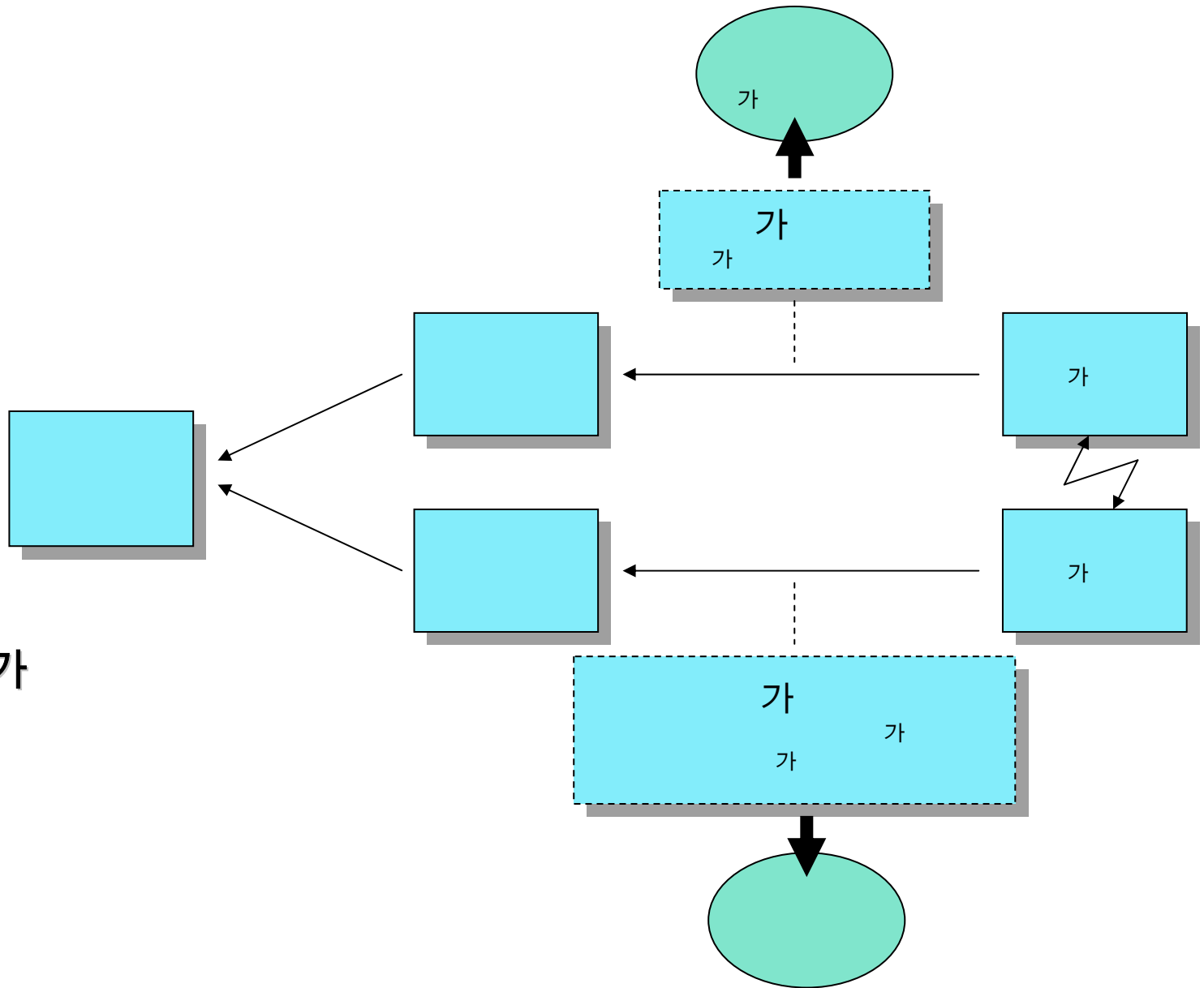
EC



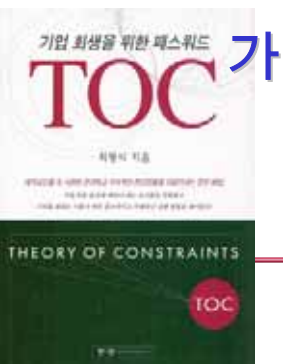
EC(Evaporating Cloud ;)



EC

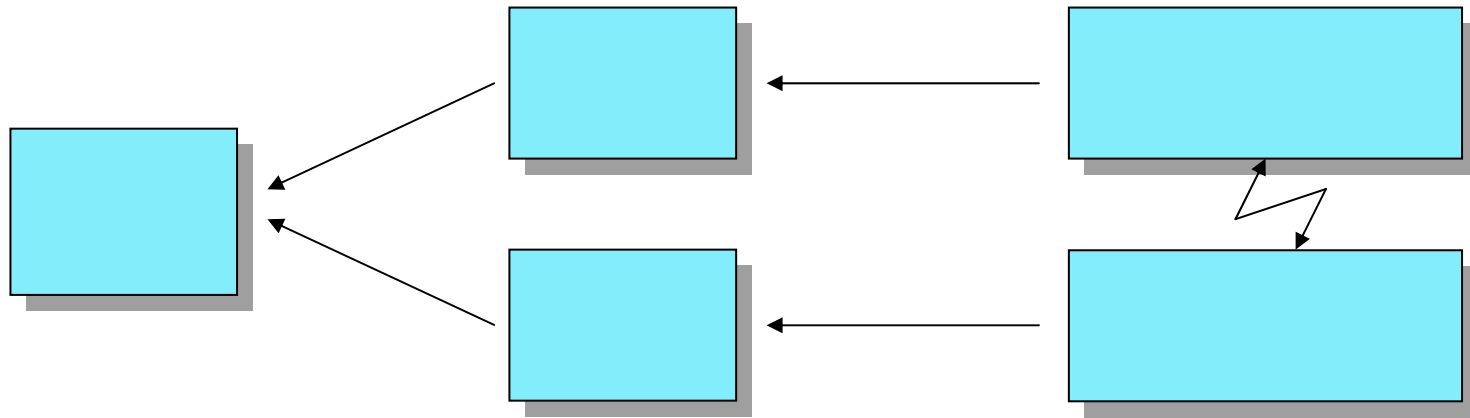


EC 가



EC

EBOQ

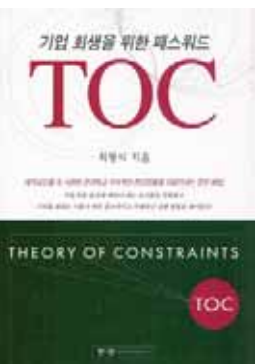


EC

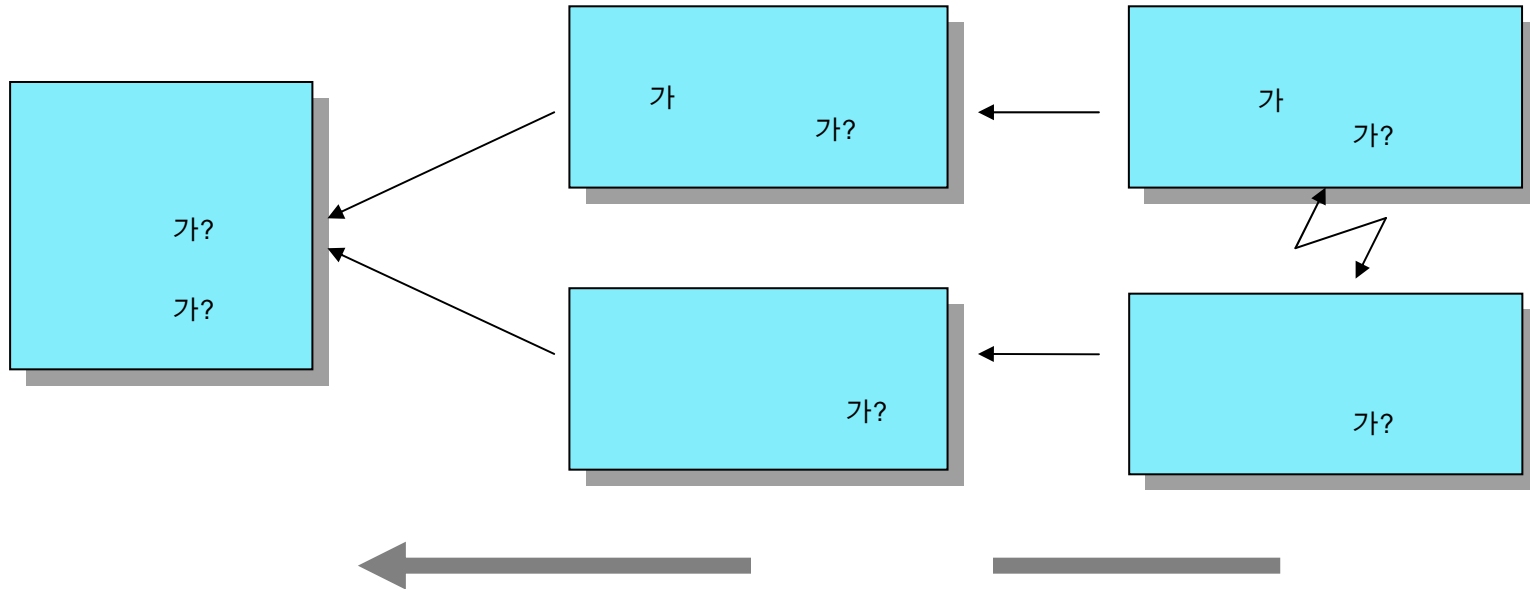
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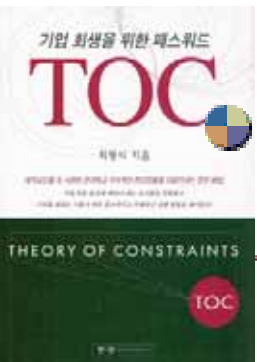
EBOQ(Economic Batch Quantity ;)



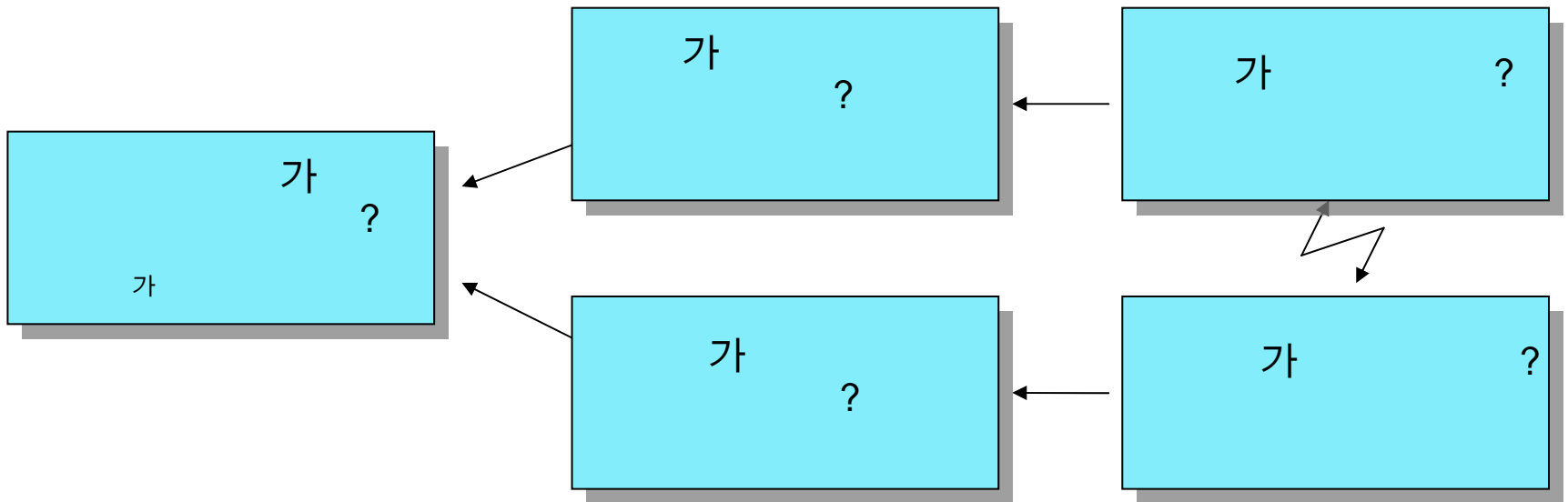
EC



EC

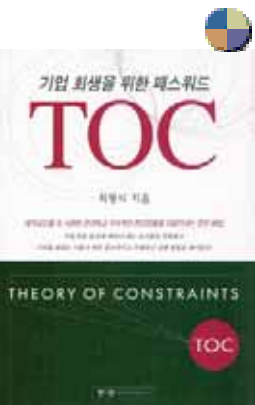


EC

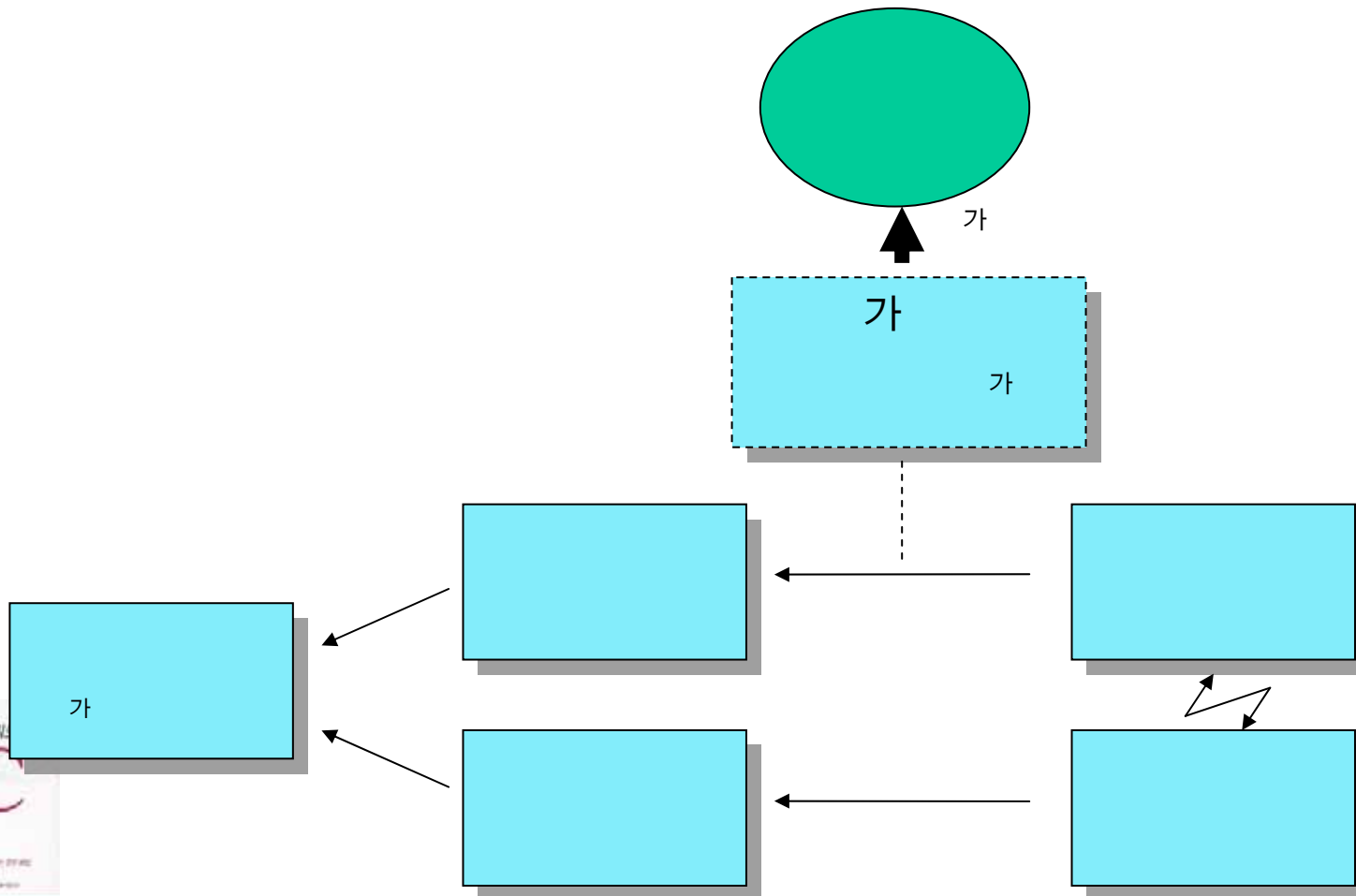


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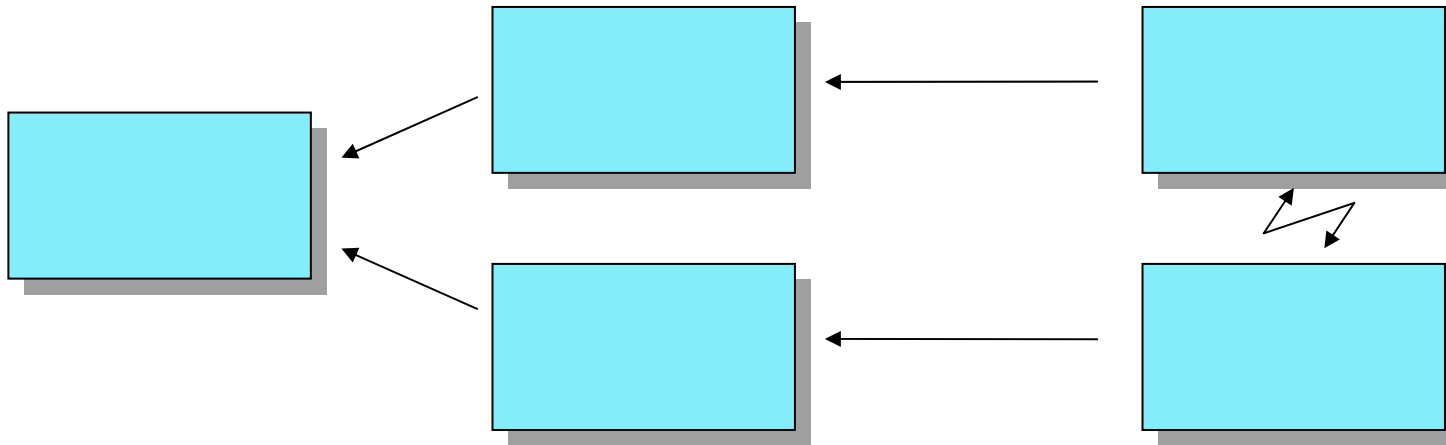
가



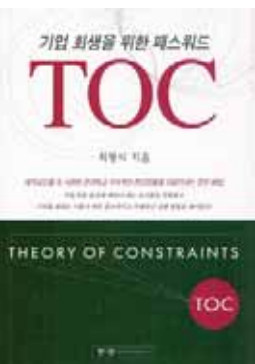
EC



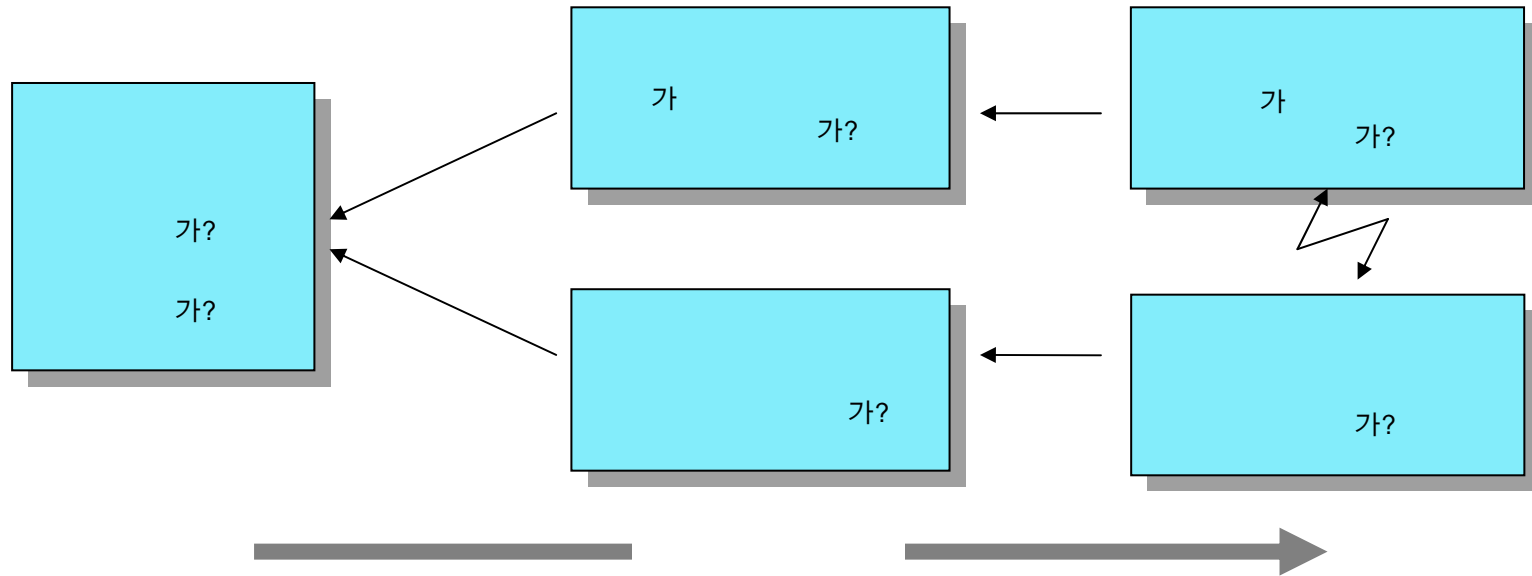
EC



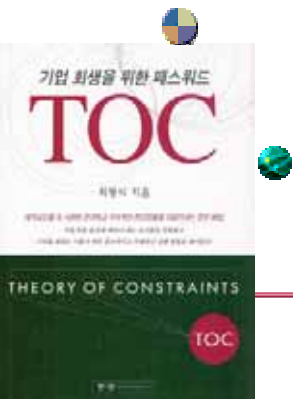
가



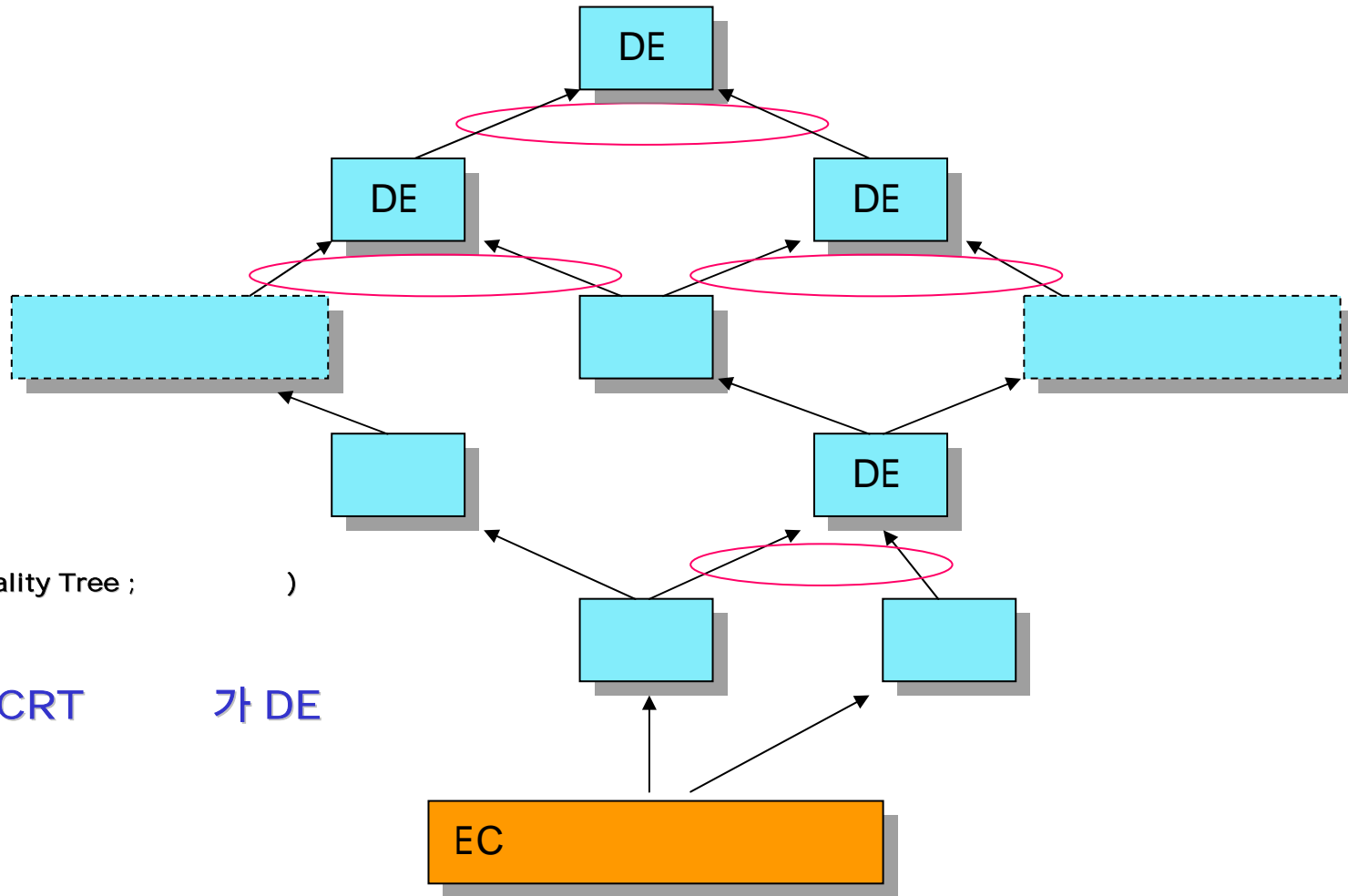
EC



가



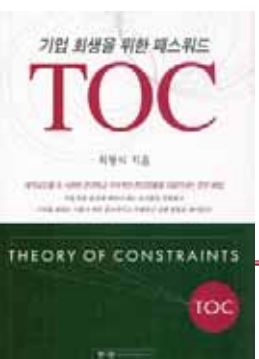
FRT



 **FRT** (Future Reality Tree ;)

 **EC**

, CRT 가 DE 가



NBR : 가

가?

 **NBR** (Negative Branch Reservation ;

가)



가

 **NBR**



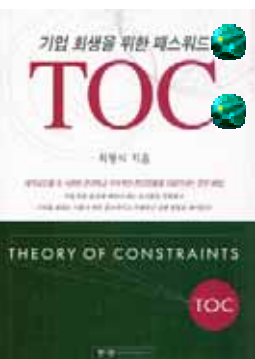
, EC



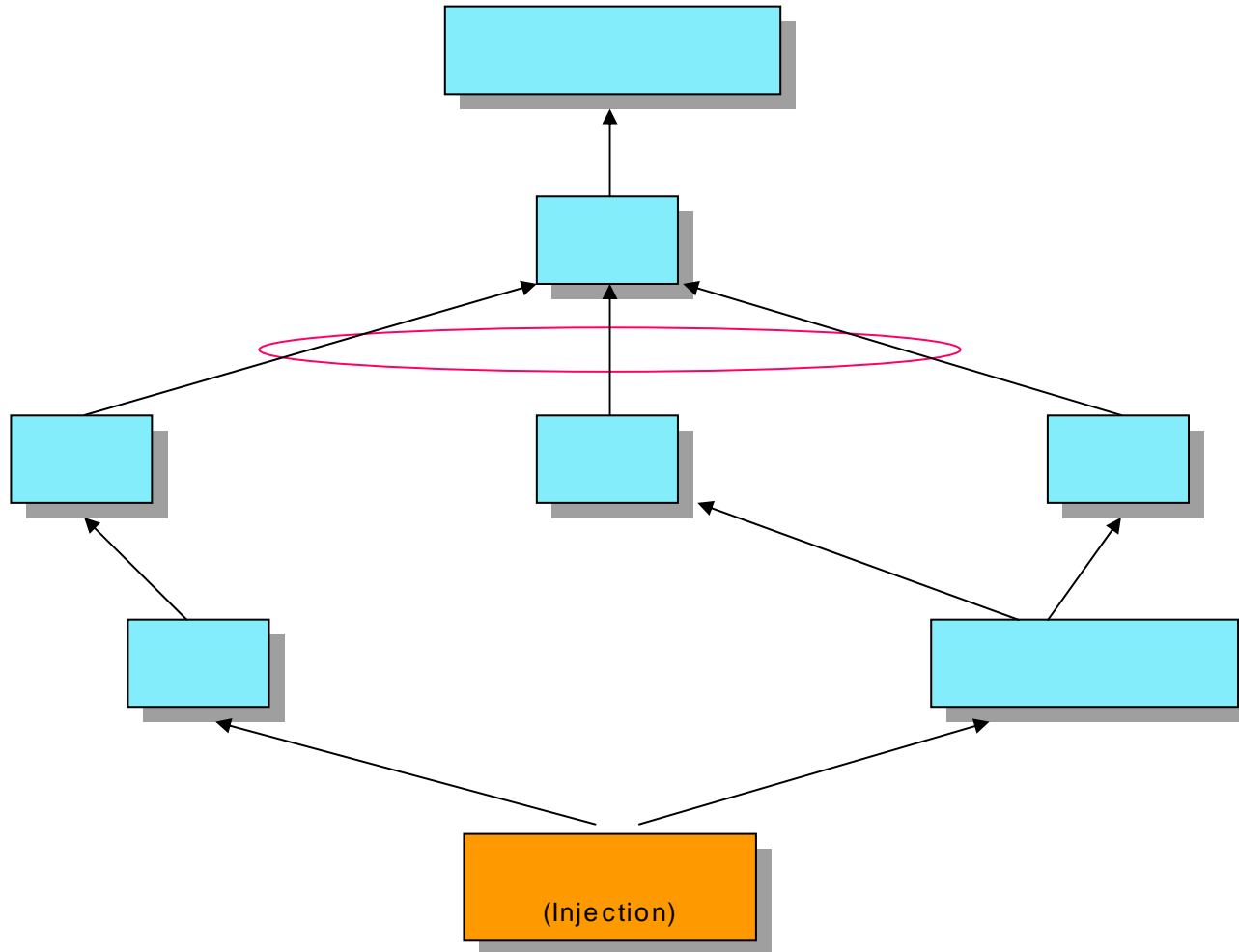
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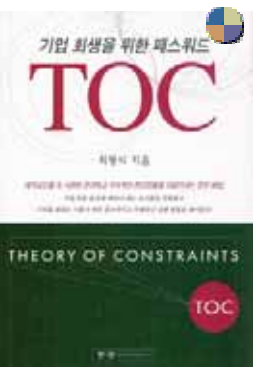
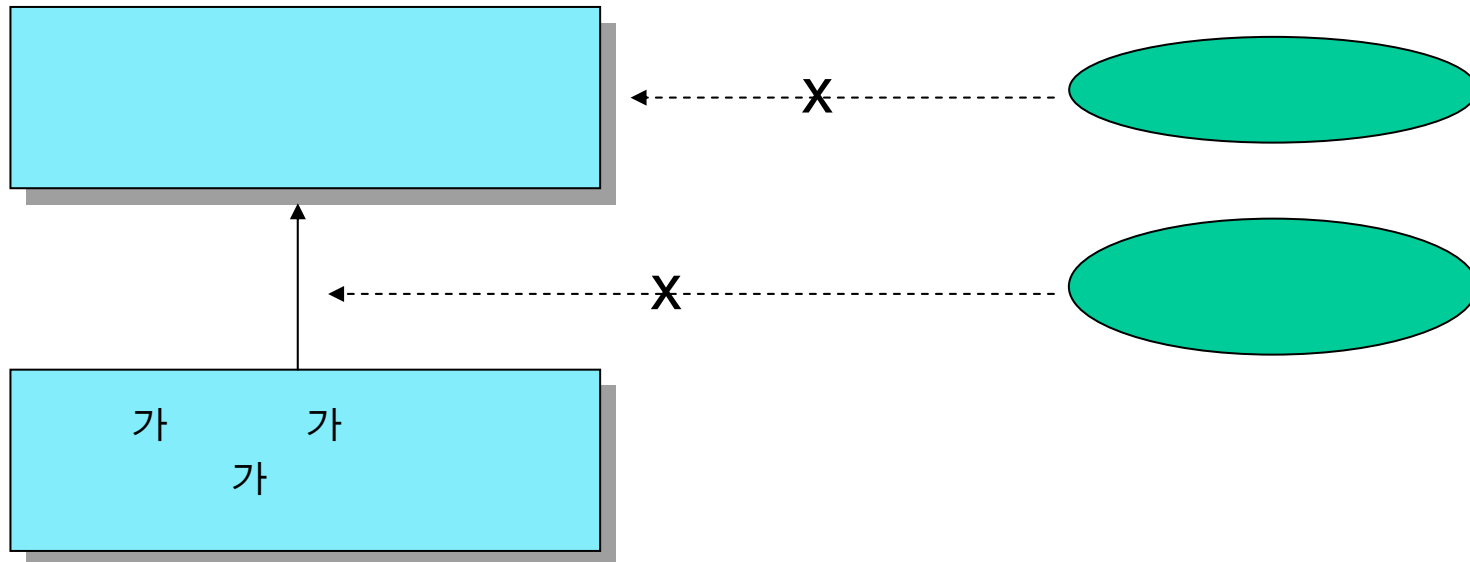


, NBR

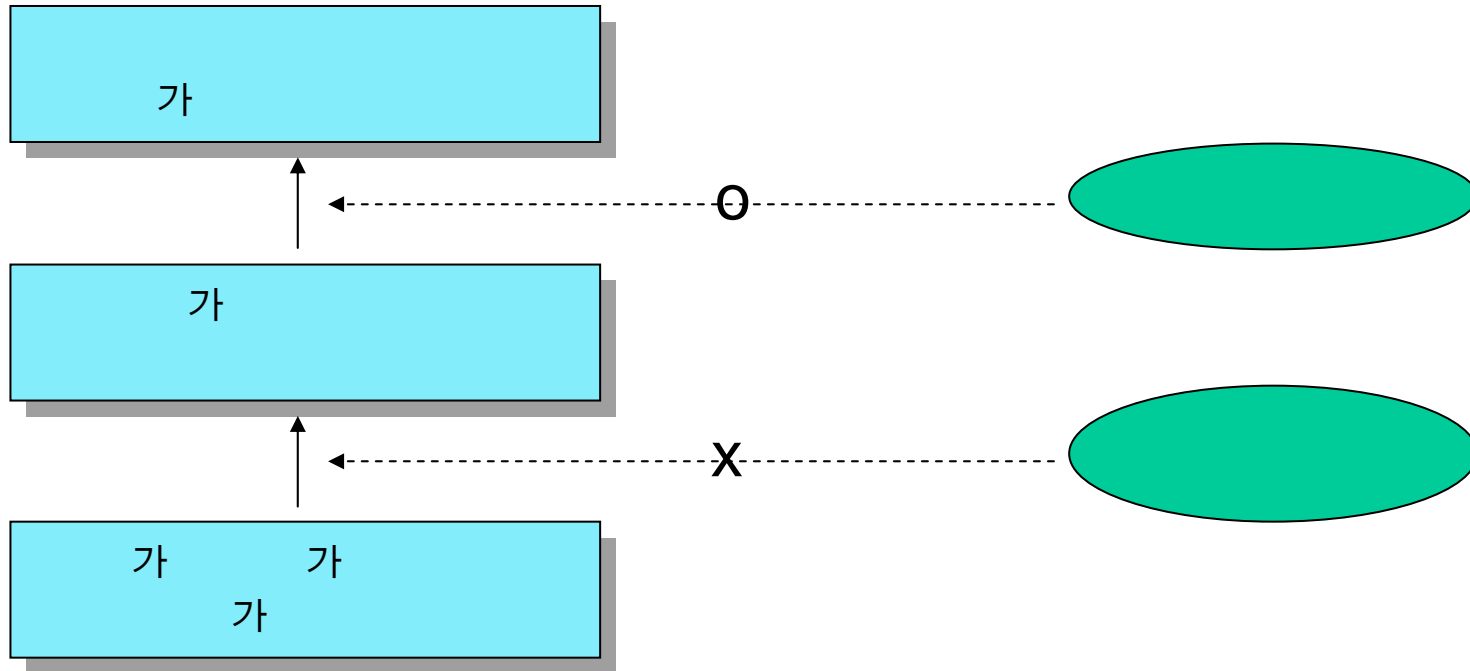


NBR

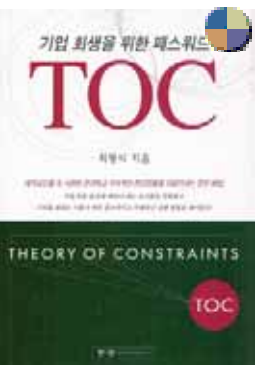




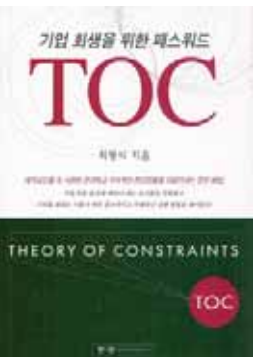
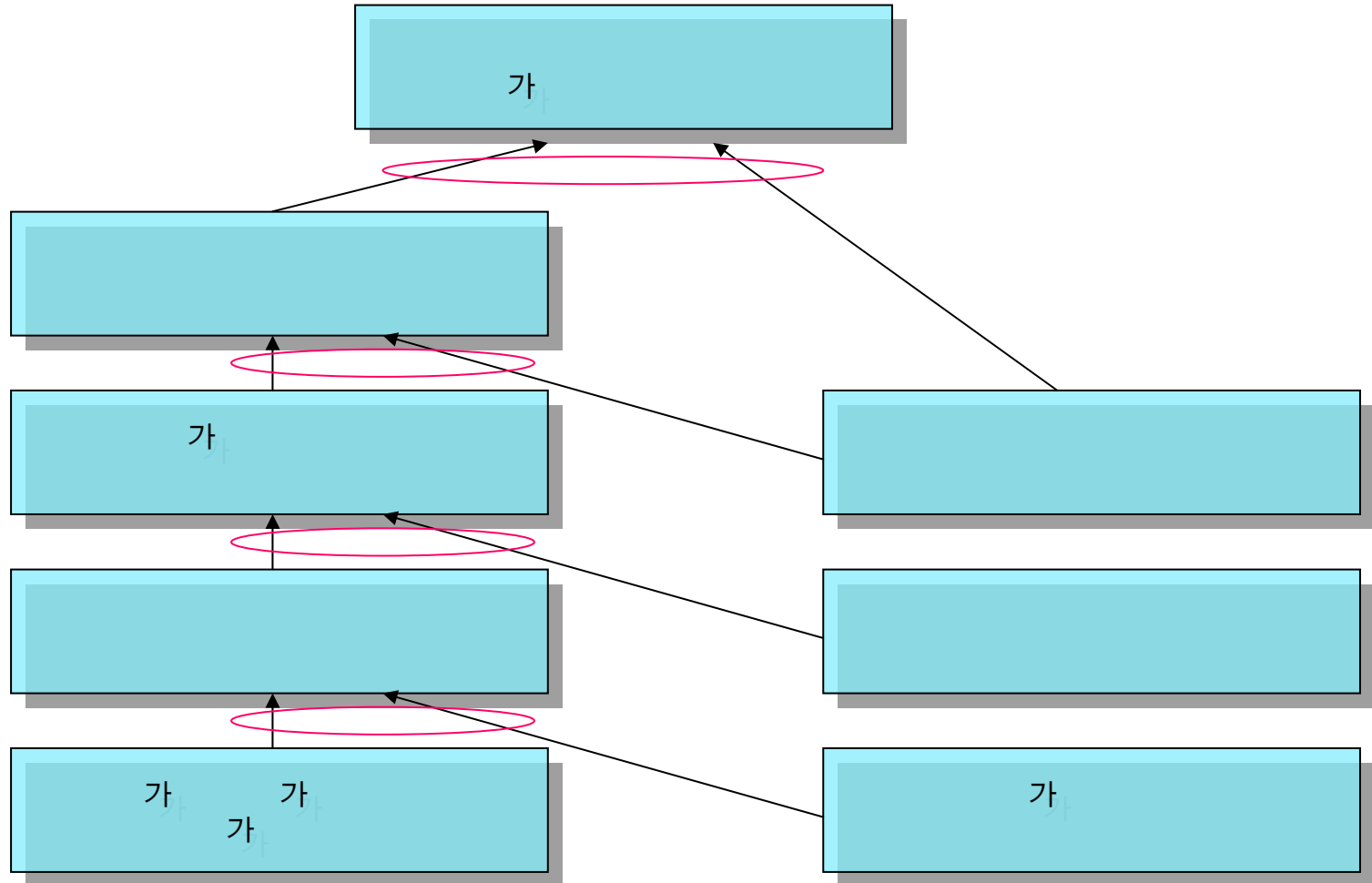
' 가 가 가 가 가 가 가 가 '



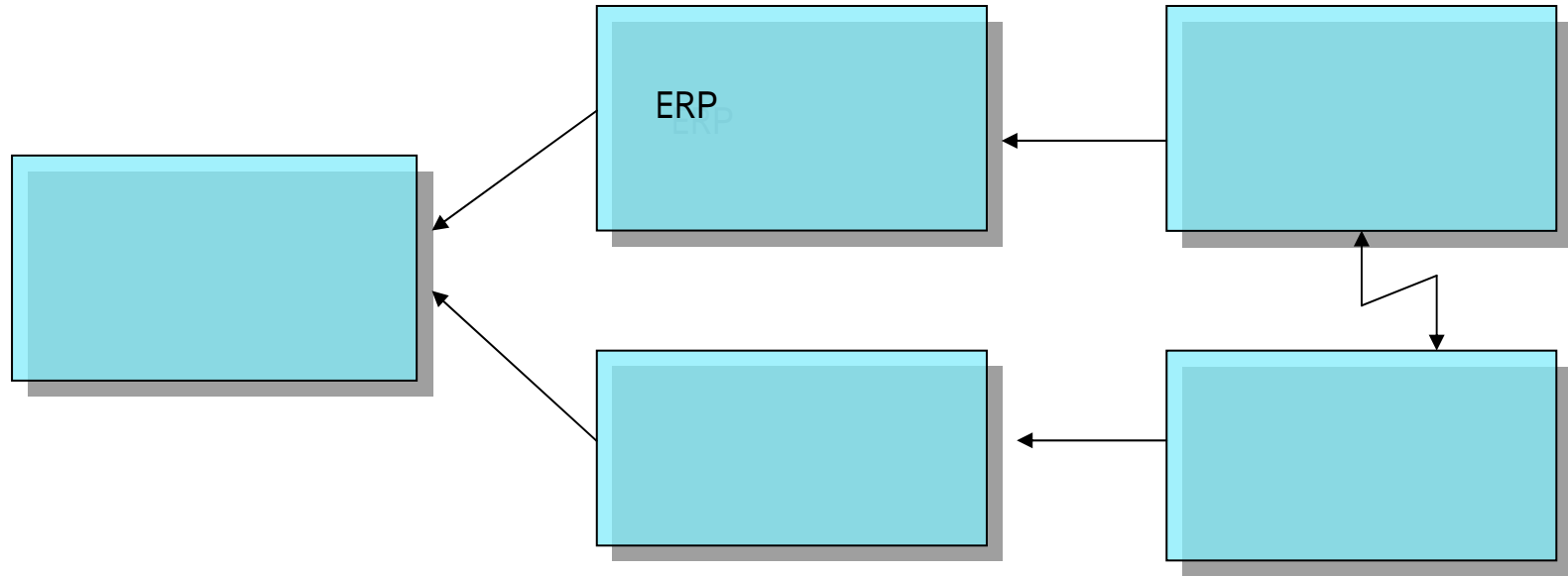
가



NBR



EC



● ERP

, , 가



● ERP
● ERP

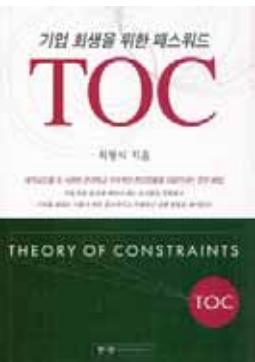
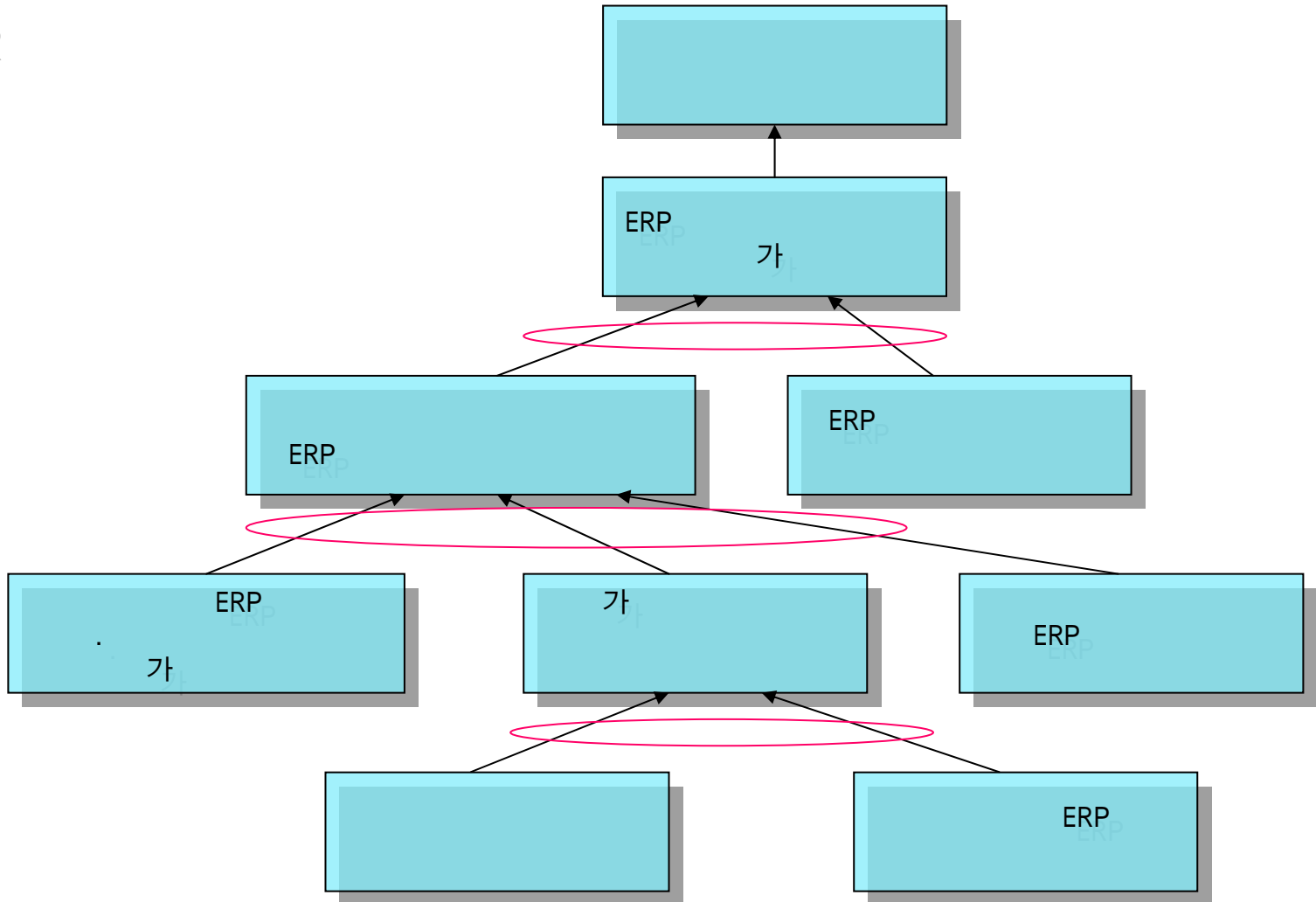
, 가 , ,



NBR

ERP

● NBR



PT



 (Prerequisite Tree ;)







1 ,

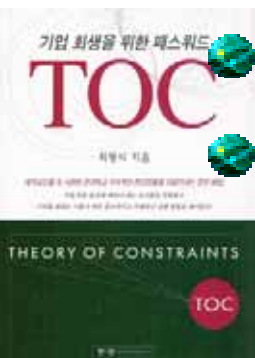
가



2 ,

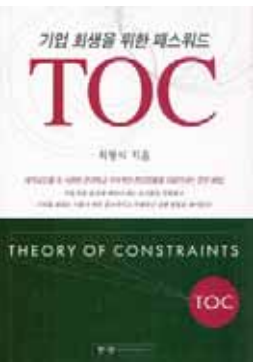
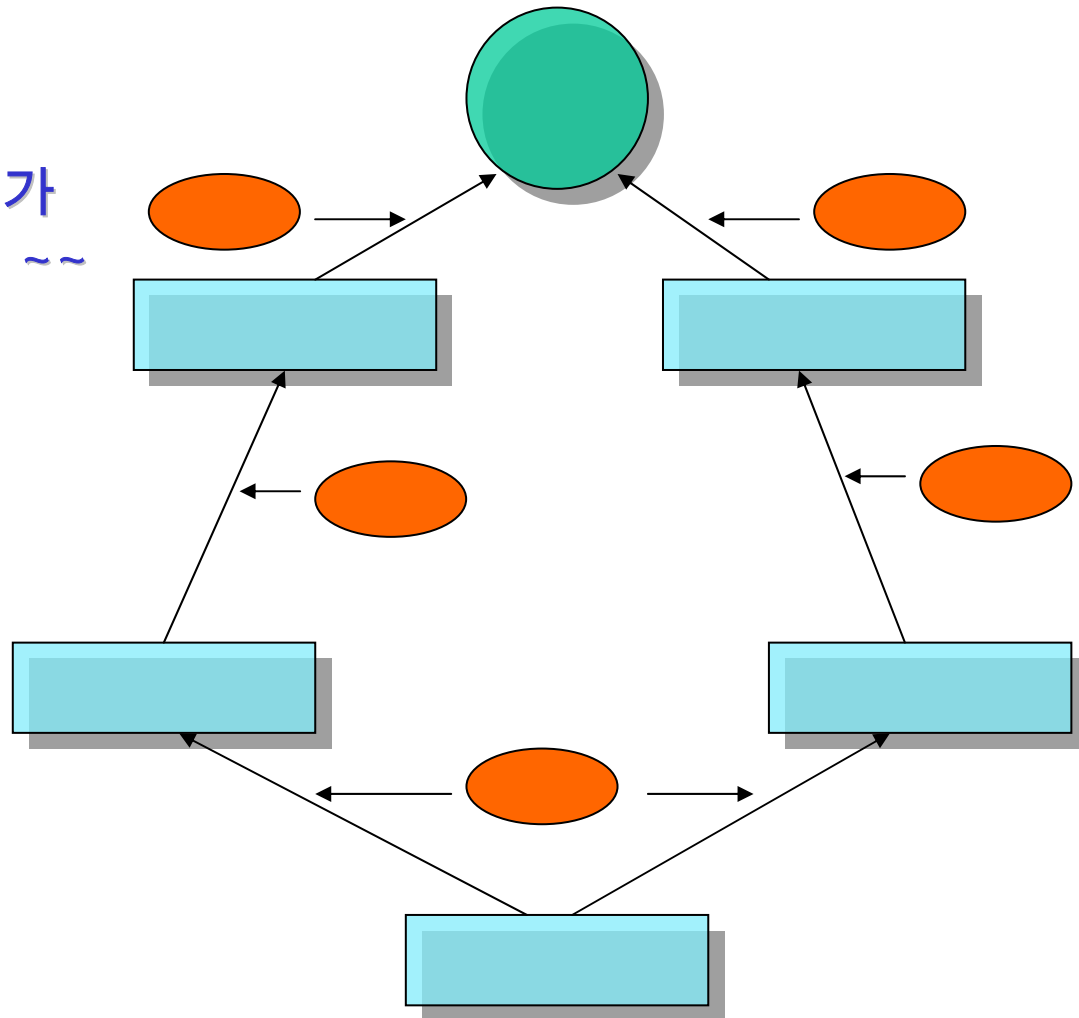


3 ,



PT

가
가
가
가



PT



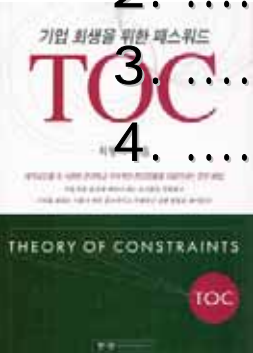
.....
.....



()

1.
2.
3.
4.

1.
2.
3.
4.



TT



 TT (Transition Tree ;)

 PT

 TT

-  1.
-  2.
-  3.
-  4.
-  5.

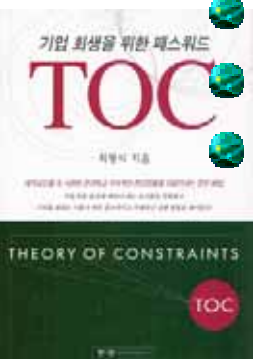
가? -

가? -

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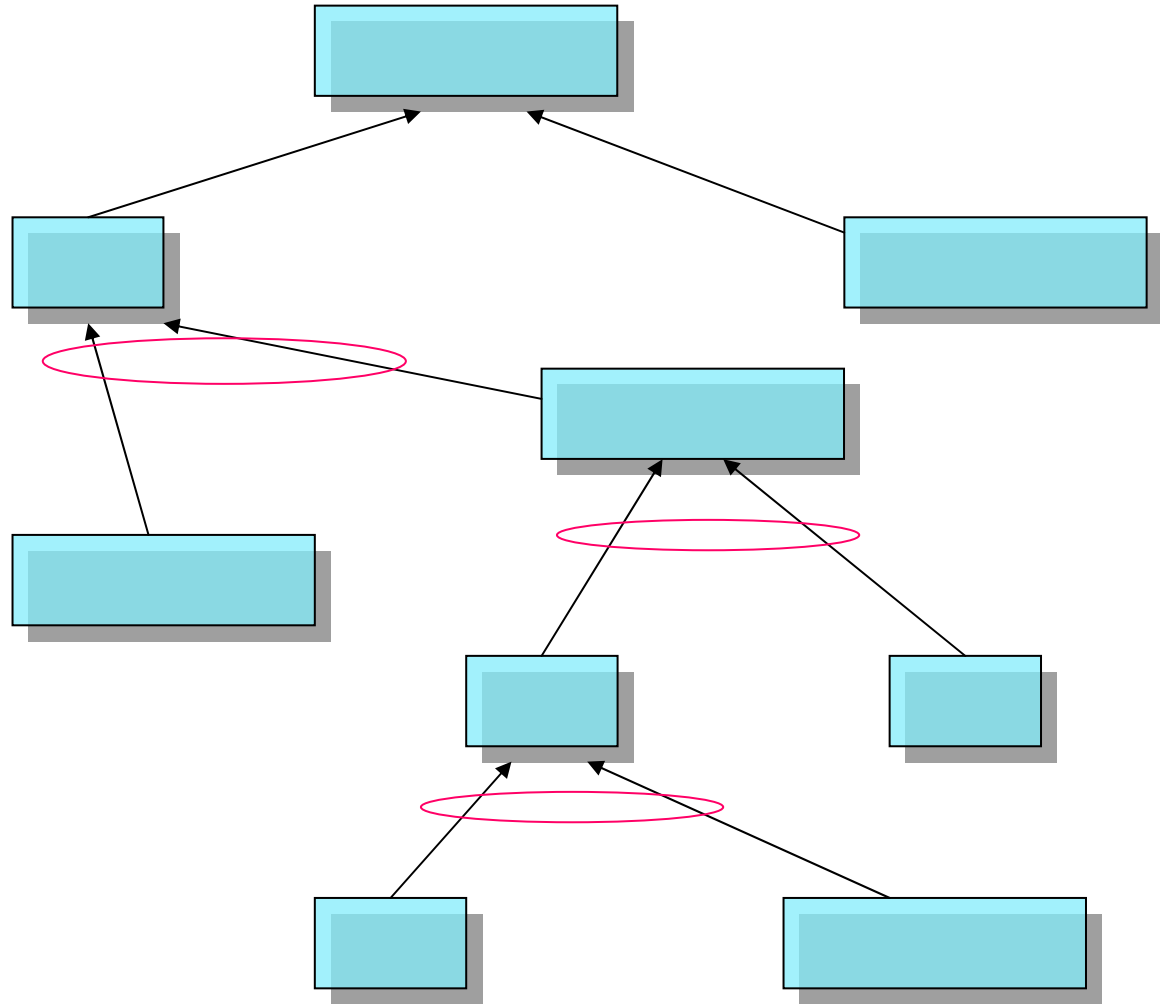
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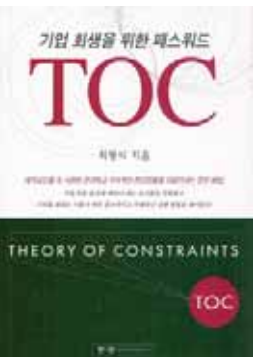
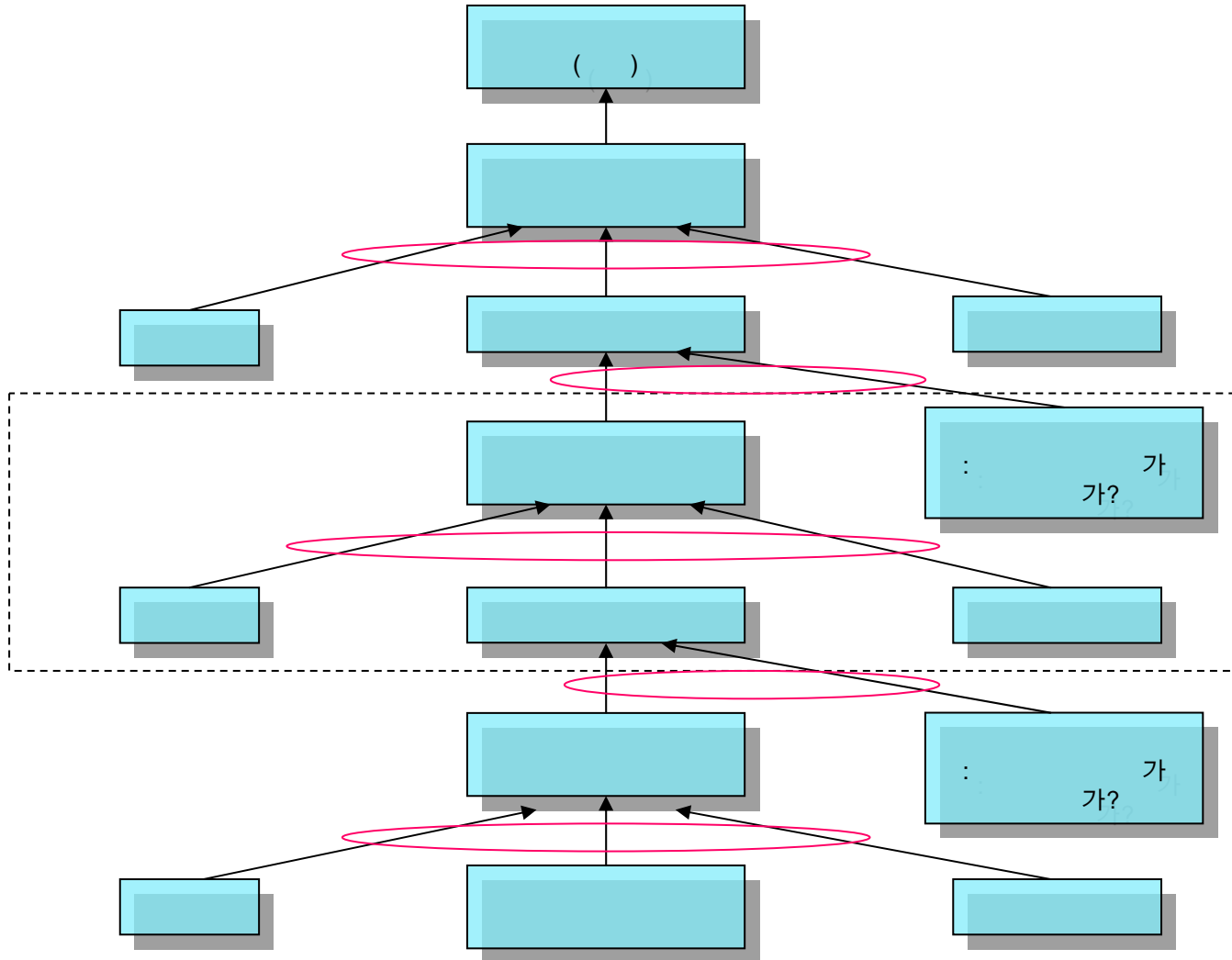
TT

TT

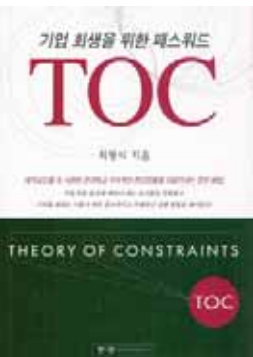
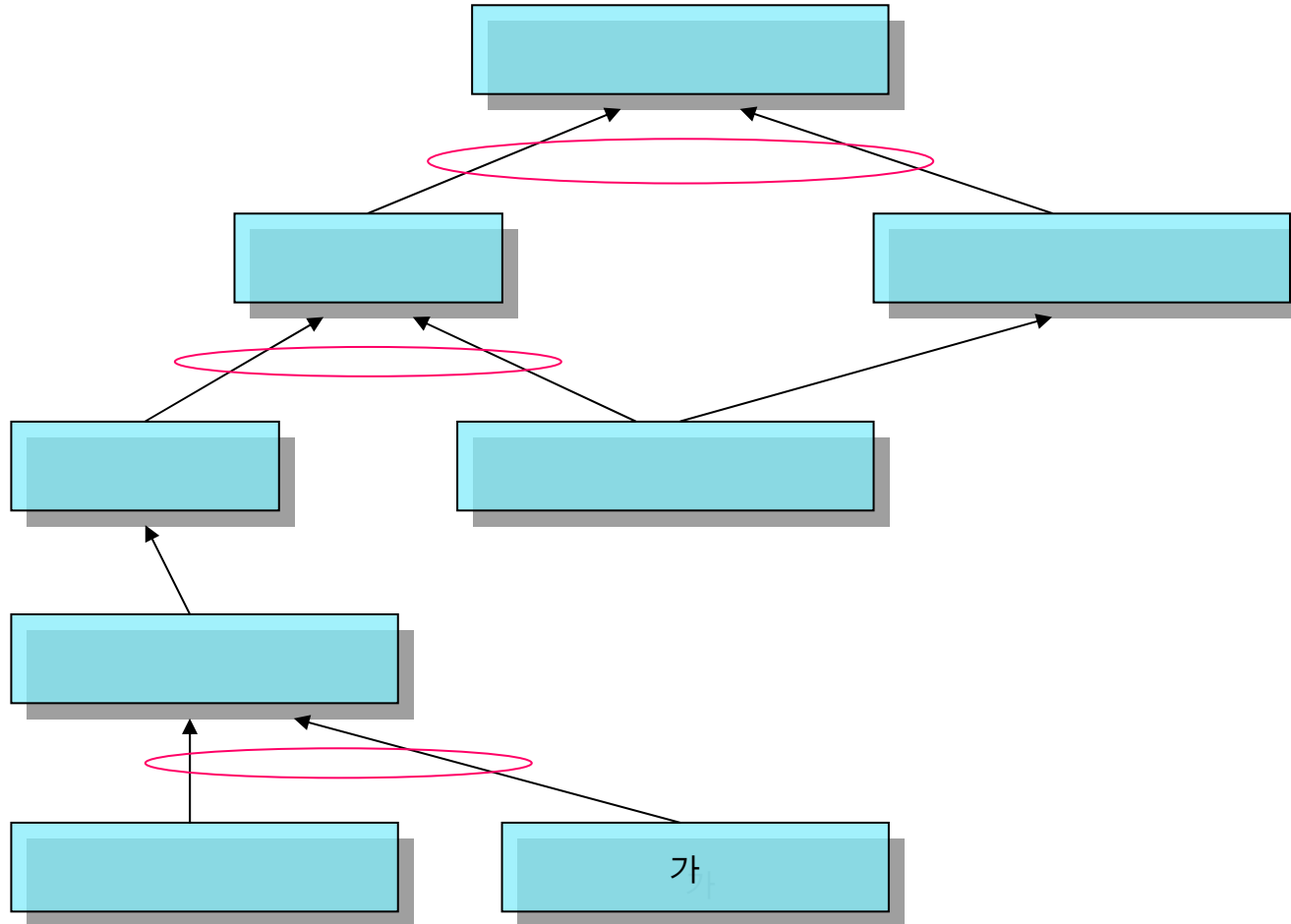
TT



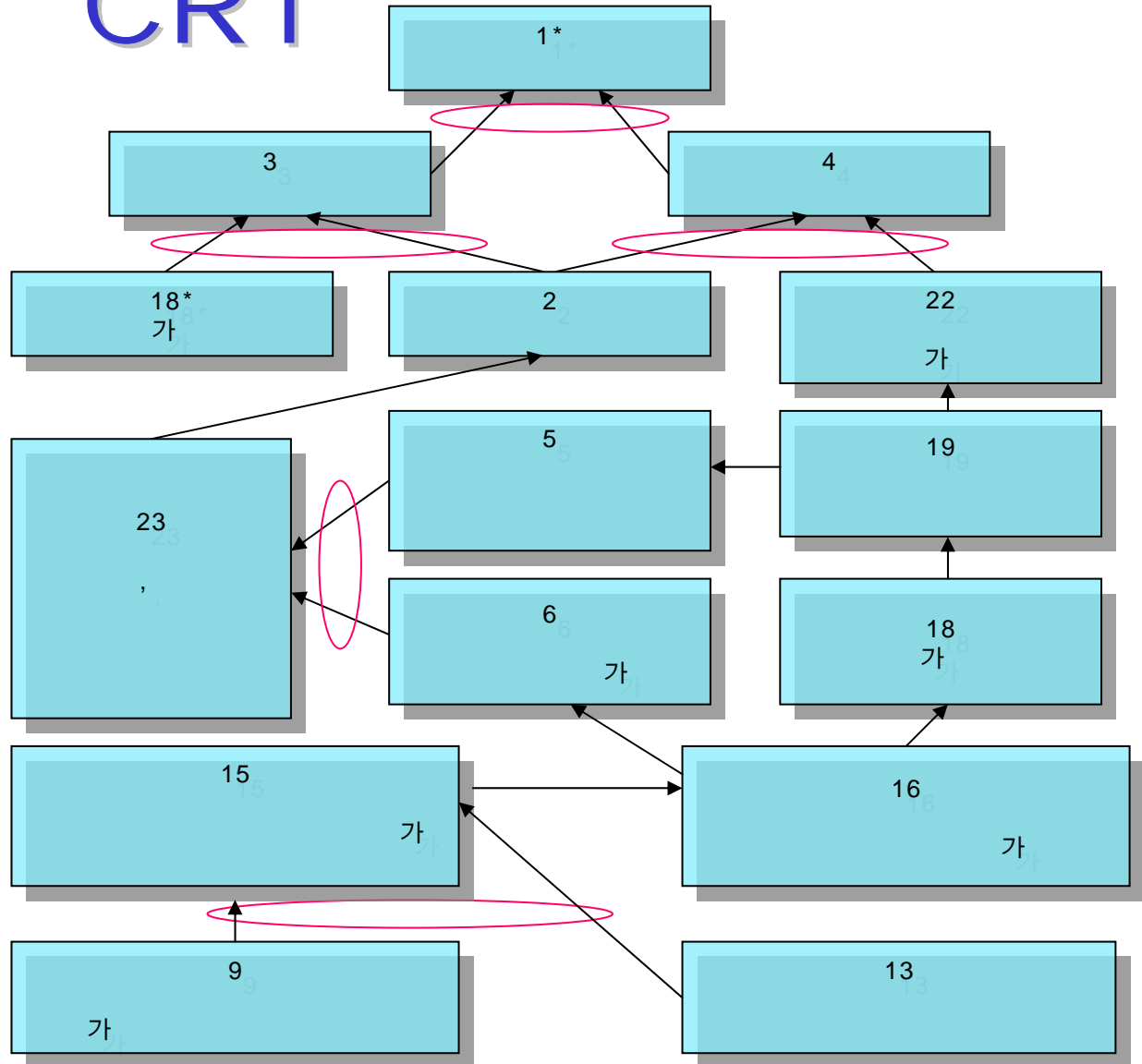
TT



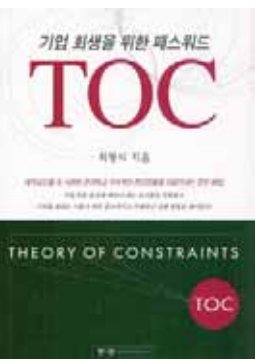
TP



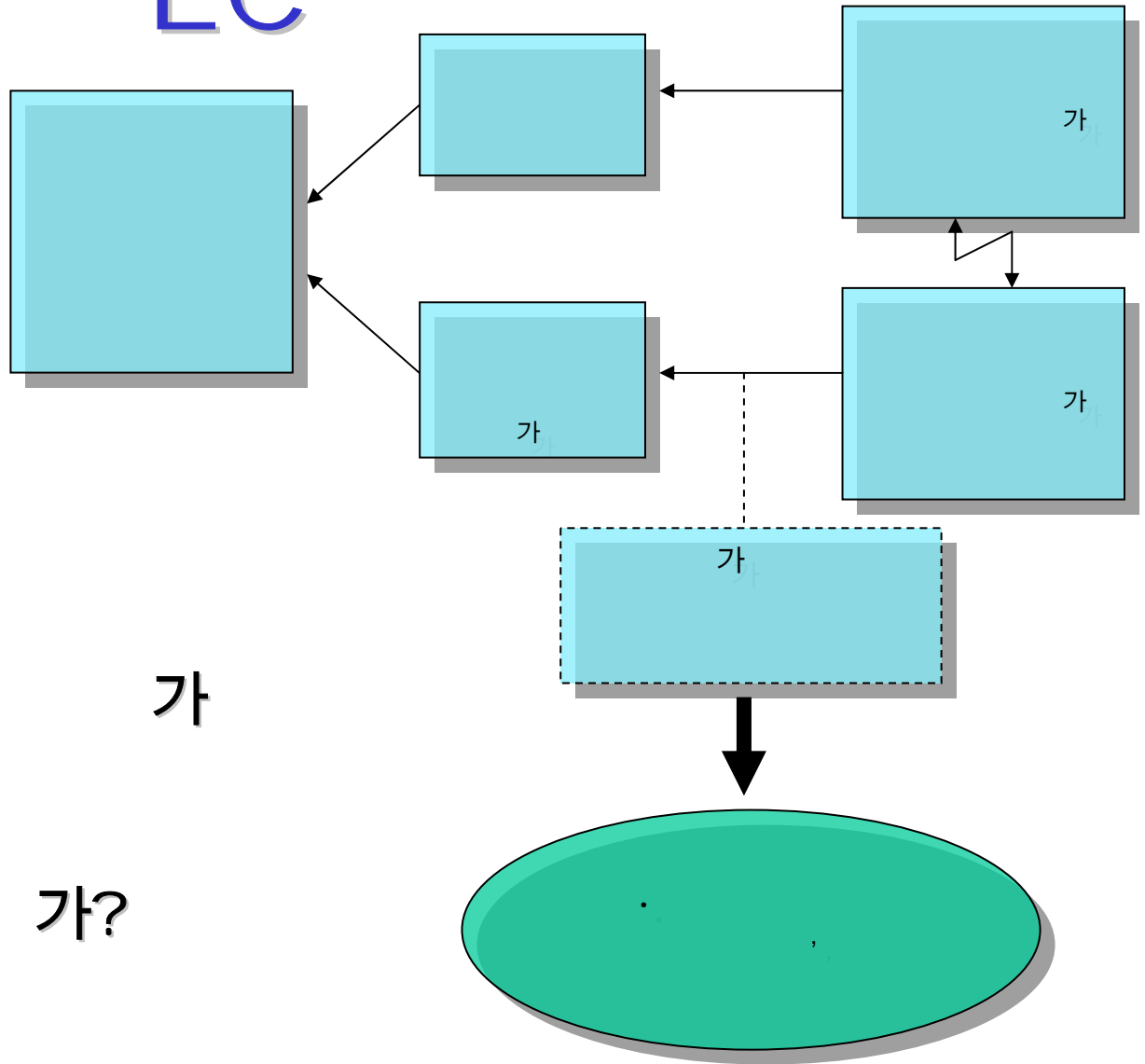
CRT



가 가

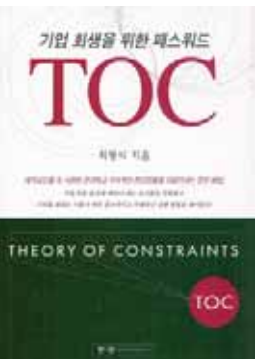


EC

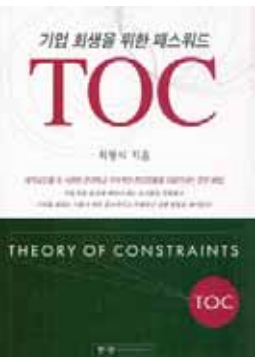
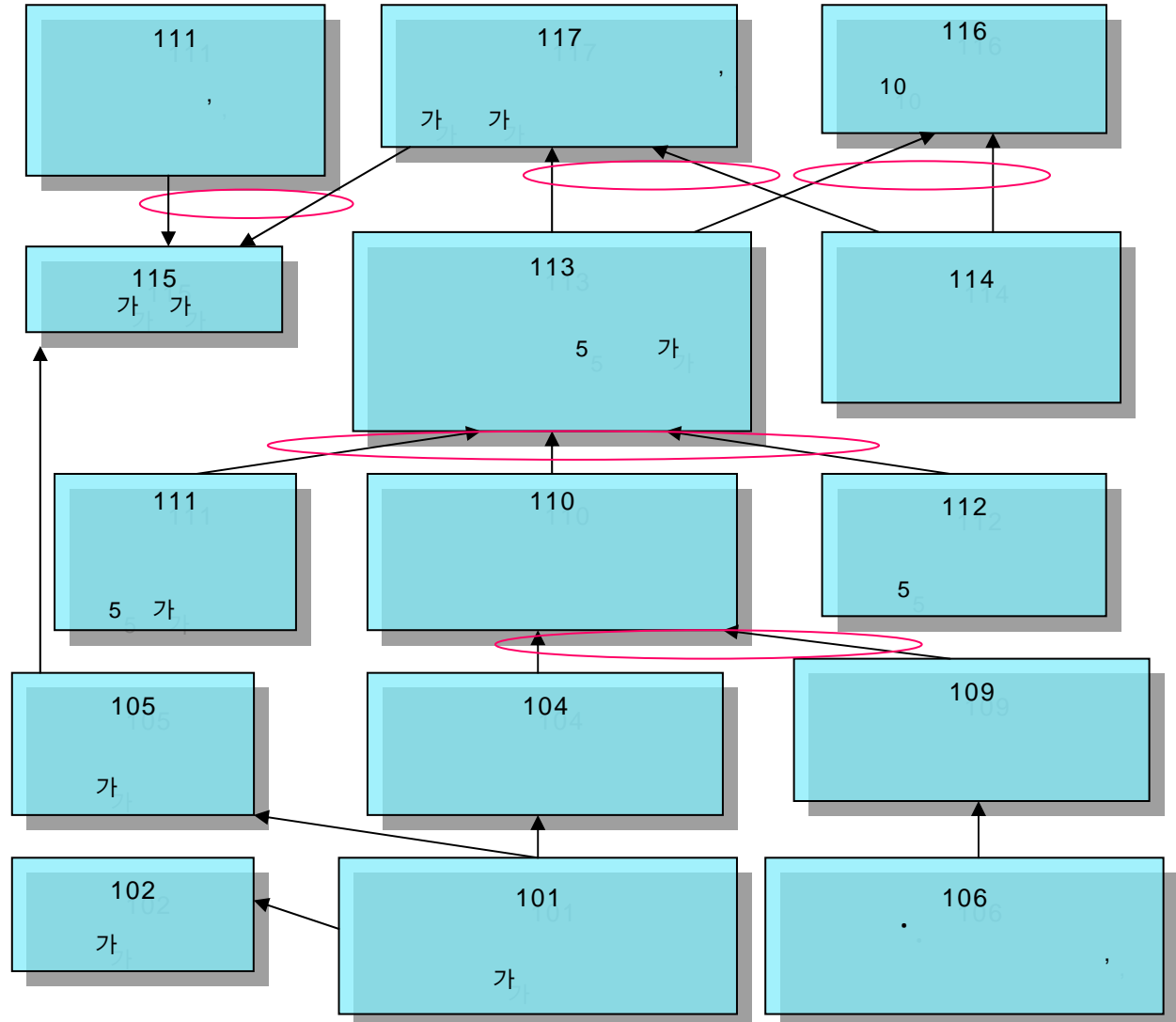


가

가?

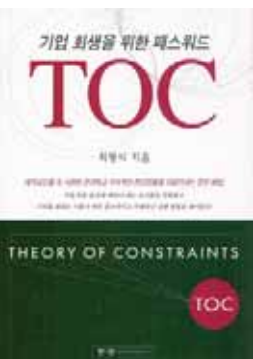
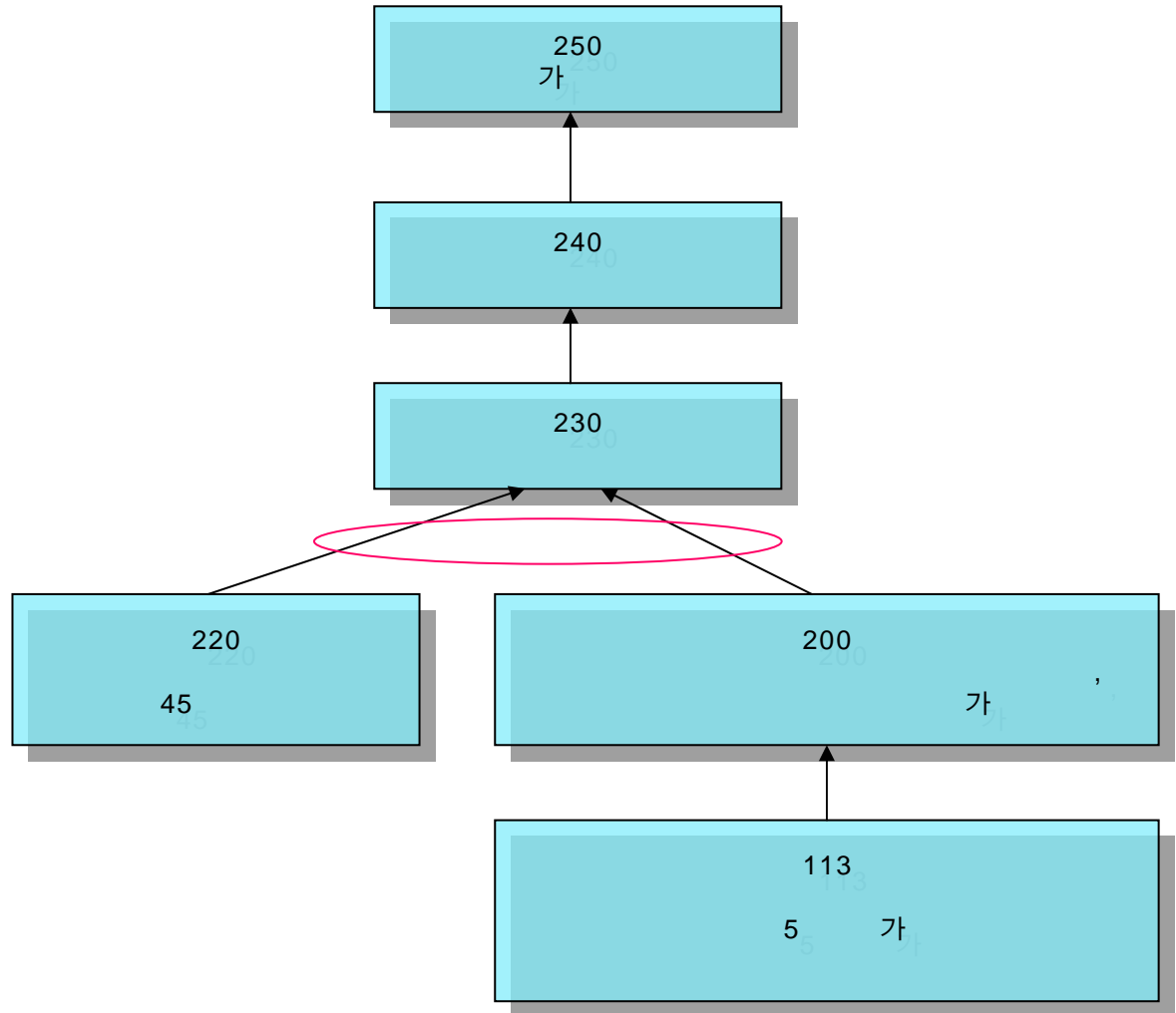


FRT

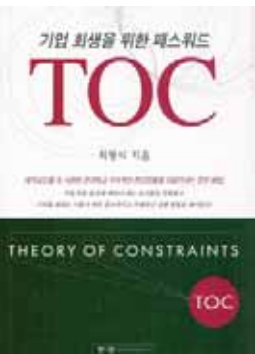
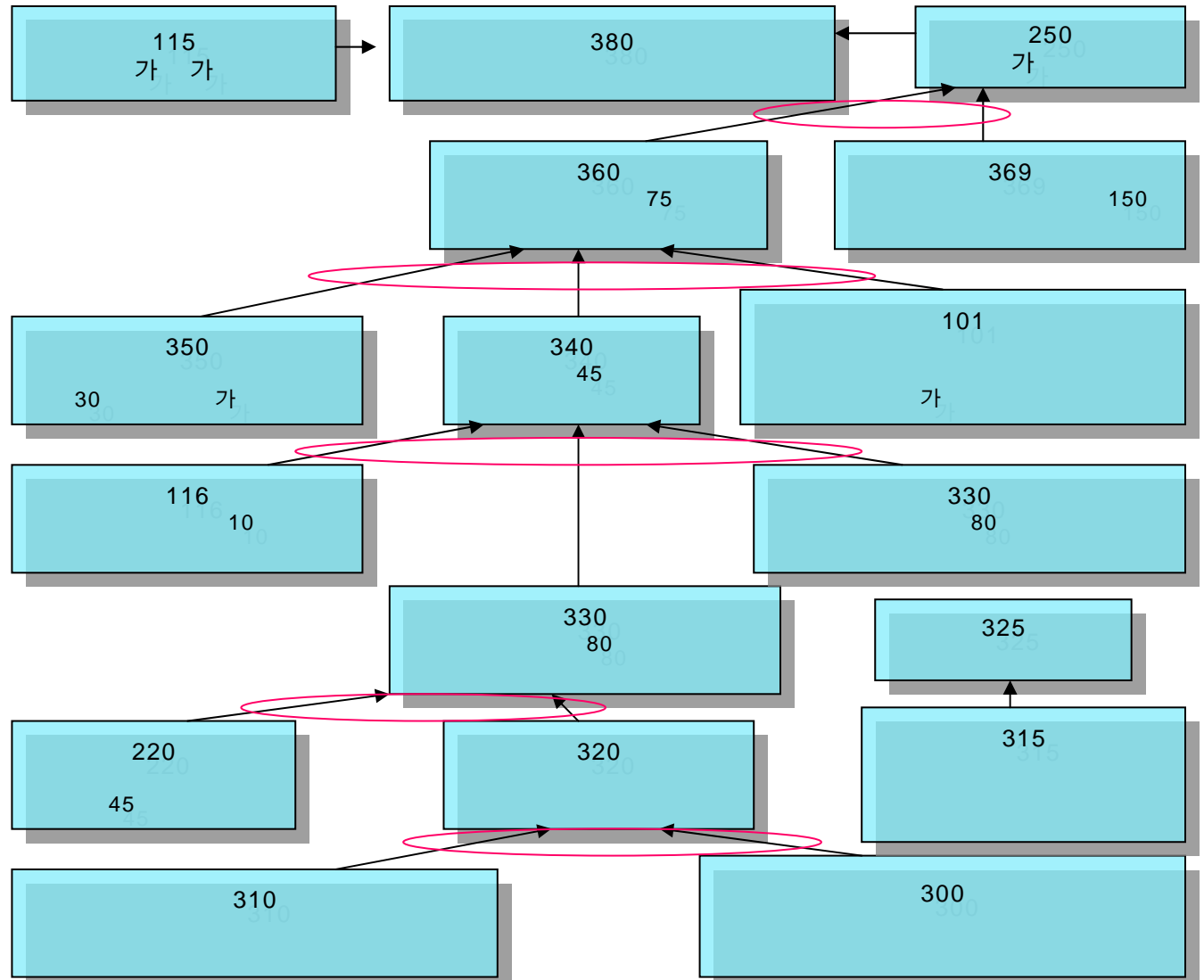


NBR

가



FRT



FRT

