Discussion of Goldratt's *The Goal*

Stanley B. Gershwin, MIT/SMA*

November 27, 2001

Be prepared to discuss these questions in class!

Contents

1	$\mathbf{W}\mathbf{h}$	at was the historical context of <i>The Goal?</i>	3
2	What are Goldratt's general principles and observations?		3
3	$\mathbf{W}\mathbf{h}$	at quantities summarize plant performance?	4
	3.1	What are the <i>indicators</i> of plant performance?	4
	3.2	What are the useful measurements of plant performance?	4
4	$\mathbf{W}\mathbf{h}$	at can we learn from the Boy Scout hike story and the match game?	4
	4.1	Why does the Boy Scout troop spread out?	4
	4.2	Analogies	4
	4.3	What does it mean that lunch occurred at the wrong place?	5
	4.4	What is the significance of Herbie?	5
	4.5	The match game	5
	4.6	Basic lesson	5
5	Bottlenecks		
	5.1	Definitions and characteristics	Ę
	5.2	Why is time on the bottleneck worth more than \$2,000/hour at Alex's plant?	6
	5.3	How do you make use of information about the bottleneck?	6
	5.4	Explain Drum-Buffer-Rope	6
	5.5	Why was it a good idea to cut batch sizes at non-bottlenecks?	6

6	Inte	erpretations	6
	6.1	Mathematically, what does Goldratt mean by "dependent events"?	6
	6.2	Nine rules?	6
	6.3	Is it a good idea to move the bottleneck to the upstream end of the line?	6
	6.4	The biggest pile of inventory is just before the bottleneck. True or false?	7
	6.5	Why did the company think that the new NC machine would help them when they bought it?	7
	6.6	Is it clear what a bottleneck is? Can there be more than one bottleneck? Does a	
		bottleneck sit still or does it move around?	7
7	\mathbf{Mis}	cellany	7
	7.1	Why include the domestic drama?	7
	7.2	Why does Alex drink so much?	7
	7.3	What does the choice of characters' names say about Goldratt's observations of	
		American society?	7
	7.4	Who is Jonah?	7
	7.5	What is the goal?	8