



QUALITY AND PRODUCTIVITY | QP-026

## Theory of Constraints for Productivity

### Contact

+31 85 7444446  
info@aractech.com  
https://aractech.com

### Address

Waarderweg 50, 2031PB Haarlem - Netherlands.

# Course content

## Why Attend

Every system has a constraint that limits its output. The theory of constraints helps organisations identify that constraint and focus improvement efforts where they will have the greatest impact on throughput.

This Aractech course explains the five focusing steps, constraint identification, drum-buffer-rope scheduling, throughput accounting, buffer management, policy constraints and applications in operations, projects and services. Participants analyse case systems and plan constraint-focused improvement.

## Course Methodology

- Simulations
- Case studies
- Calculation exercises
- Group problem-solving
- Action planning

## Course Objectives

- Explain theory of constraints principles
- Identify physical and policy constraints
- Apply the five focusing steps
- Use drum-buffer-rope scheduling
- Apply throughput accounting for decisions
- Manage buffers and sustain improvement

## Target Audience

- Operations and production managers
- Planners and schedulers

# Course content

- Continuous improvement professionals
- Project managers

# Course outline

## Detailed course outline

Day-by-day outline for Theory of Constraints for Productivity.

### Day 1 - Theory of Constraints Principles

- 09:00-09:39 | Systems and constraints
- 09:39-10:18 | Throughput focus
- 10:18-10:57 | Five focusing steps
- 10:57-11:00 | Myths of efficiency
- 11:00-11:30 | Coffee break
- 11:30-12:05 | Myths of efficiency (continued)
- 12:05-12:43 | Examples
- 12:43-14:00 | Simulation: Constraint game

### Day 2 - Identifying Constraints

- 09:00-09:39 | Physical constraints
- 09:39-10:18 | Market constraints
- 10:18-10:57 | Policy constraints
- 10:57-11:00 | Data analysis
- 11:00-11:30 | Coffee break
- 11:30-12:05 | Data analysis (continued)
- 12:05-12:43 | Bottleneck behaviour
- 12:43-14:00 | Exercise: Constraint identification

# Course outline

## Detailed course outline

Day-by-day outline for Theory of Constraints for Productivity.

### Day 3 - Exploiting and Subordinating

- 09:00-09:39 | Maximising the constraint
- 09:39-10:18 | Subordination
- 10:18-10:57 | Drum-buffer-rope
- 10:57-11:00 | Buffer management
- 11:00-11:30 | Coffee break
- 11:30-12:05 | Buffer management (continued)
- 12:05-12:43 | Scheduling
- 12:43-14:00 | Workshop: DBR schedule

### Day 4 - Throughput Accounting

- 09:00-09:45 | Throughput, inventory and operating expense
- 09:45-10:30 | Decision-making
- 10:30-11:00 | Product mix
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Product mix (continued)
- 11:45-12:30 | Comparison with cost accounting
- 12:30-14:00 | Exercise: Throughput decisions

# Course outline

## Detailed course outline

Day-by-day outline for Theory of Constraints for Productivity.

### **Day 5 - Applications and Sustainability**

- 09:00-09:39 | Constraints in projects
- 09:39-10:18 | Services and supply chains
- 10:18-10:57 | Elevating constraints
- 10:57-11:00 | Avoiding inertia
- 11:00-11:30 | Coffee break
- 11:30-12:05 | Avoiding inertia (continued)
- 12:05-13:22 | Case study: TOC implementation
- 13:22-14:00 | Capstone: TOC improvement plan

# Seminar dates

## Available seminar dates

Live dates and pricing for Theory of Constraints for Productivity generated from the course details page.

| Date                  | Location     | Format    | Fee    |
|-----------------------|--------------|-----------|--------|
| 2 - 6 November 2026   | Amsterdam    | Classroom | €2,830 |
| 16 - 20 November 2026 | Amsterdam    | Classroom | €2,830 |
| 7 - 11 December 2026  | London       | Classroom | €2,315 |
| 21 - 25 December 2026 | London       | Classroom | €2,315 |
| 18 - 22 January 2027  | Frankfurt    | Classroom | €1,875 |
| 15 - 19 February 2027 | Rome         | Classroom | €3,460 |
| 15 - 19 March 2027    | Kuala Lumpur | Classroom | €1,925 |
| 19 - 23 April 2027    | London       | Classroom | €2,315 |
| 17 - 21 May 2027      | Rome         | Classroom | €3,460 |
| 21 - 25 June 2027     | Geneva       | Classroom | €4,315 |

# Seminar dates

## Available seminar dates

Live dates and pricing for Theory of Constraints for Productivity generated from the course details page.

| Date                   | Location      | Format        | Fee    |
|------------------------|---------------|---------------|--------|
| 19 - 23 July 2027      | Madrid        | Classroom     | €3,400 |
| 16 - 20 August 2027    | London        | Classroom     | €2,315 |
| 20 - 24 September 2027 | Frankfurt     | Classroom     | €1,875 |
| 18 - 22 October 2027   | Barcelona     | Classroom     | €2,815 |
| 15 - 19 November 2027  | Istanbul      | Classroom     | €1,978 |
| 20 - 24 December 2027  | Rome          | Classroom     | €3,460 |
| 2 - 6 November 2026    | Online / Live | Online / Live | €1,815 |
| 16 - 20 November 2026  | Online / Live | Online / Live | €1,815 |
| 7 - 11 December 2026   | Online / Live | Online / Live | €1,815 |
| 21 - 25 December 2026  | Online / Live | Online / Live | €1,815 |

# Seminar dates

## Available seminar dates

Live dates and pricing for Theory of Constraints for Productivity generated from the course details page.

| Date                   | Location      | Format        | Fee    |
|------------------------|---------------|---------------|--------|
| 18 - 22 January 2027   | Online / Live | Online / Live | €1,815 |
| 15 - 19 February 2027  | Online / Live | Online / Live | €1,815 |
| 15 - 19 March 2027     | Online / Live | Online / Live | €1,815 |
| 19 - 23 April 2027     | Online / Live | Online / Live | €1,815 |
| 17 - 21 May 2027       | Online / Live | Online / Live | €1,815 |
| 21 - 25 June 2027      | Online / Live | Online / Live | €1,815 |
| 19 - 23 July 2027      | Online / Live | Online / Live | €1,815 |
| 16 - 20 August 2027    | Online / Live | Online / Live | €1,815 |
| 20 - 24 September 2027 | Online / Live | Online / Live | €1,815 |
| 18 - 22 October 2027   | Online / Live | Online / Live | €1,815 |

# Seminar dates

## Available seminar dates

Live dates and pricing for Theory of Constraints for Productivity generated from the course details page.

| Date                  | Location      | Format        | Fee    |
|-----------------------|---------------|---------------|--------|
| 15 - 19 November 2027 | Online / Live | Online / Live | €1,815 |
| 20 - 24 December 2027 | Online / Live | Online / Live | €1,815 |