



the evolution of the toc paradigm has been the result of changes in the management of processes (verma & buer, 1998) and the development of new technologies. for example, the process manager is required to identify and analyze the core process, which is usually the weakest link and the most frequent cause of the bottleneck (goldratt, 1987). the management of a process and the identification of the bottleneck are closely related, and the same analysis can be used to reduce or eliminate bottlenecks (watson, blackstone, & gardiner, 2007). in the early 1980s, toc was first used in a manufacturing environment to identify bottlenecks in the production process. dr. goldratt learned this method of management while working in the israeli chemical industry, where he encountered problems such as product quality, long waiting times for deliveries, and high rejection rates (goldratt, 1998). these problems led him to develop tools for management based on the theory of constraints (toc), a set of concepts to solve problems in business management. in addition to using the toc methodology in the chemical industry, dr. goldratt applied the toc to other business processes and made the theory available to management students (goldratt, 1992) and researchers (goldratt, 2007), as well as companies (goldratt, 2007). the toc is an applied management system and not a theory; thus, this management methodology should not be used alone to solve problems, but as a strategic tool in conjunction with other management techniques. some of the concepts that can be used as strategic tools include process engineering, operating strategy, thinking and learning, and business and management planning (greenleaf, 1990).

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