

In work is moving at
very slow pace,

[Business](#), [Industries](#)



In the book the author talks about an associate professor named Rick Silver who is struggling to make it in the academic world. He is a very good teacher, but he needs publications.

His area is project management and he wants the articles to make a difference in this field. The theories that he had applied to project management are not that effective and projects are not cost efficient. The work is moving at very slow pace, but he gets his motivation when he is assigned to teach a course in an Executive MBA course.

During the course, professor Silver and his students develop the concept of the "Critical Chain". The teaching of professor Silver is conversation with the students about different topics. The students get homework to do and in this course the homework tasks become case studies for the theories that they develop in the classes. He is also helped by the fact that three of his students are involved in a project at their company to develop a way to cut product development time.

Throughout the book different concepts of project management are covered. The inspiration for the critical chain comes from the "Theory of Constraints", which is taught by another professor in production management. Theory of Constraints identifies the bottleneck constraint, exploits it and then subordinates all other activities to that bottleneck. The same concept is shown throughout the book to apply to project management as well on several levels. As mentioned the teaching and development of the "Critical Chain" theory is the main story.

At the same time stories about Rick Silvers personal life, problems with economy at the university and some cases from the companies where the students apply the theory, run in parallel. The economy problem almost makes the promotion of Rick impossible, but the new discoveries he makes in the course and the support it gets from the industry, supports his survival.