Planning & control in management

The German RPS system

WALTER SCHLEIP
RAINER SCHLEIP

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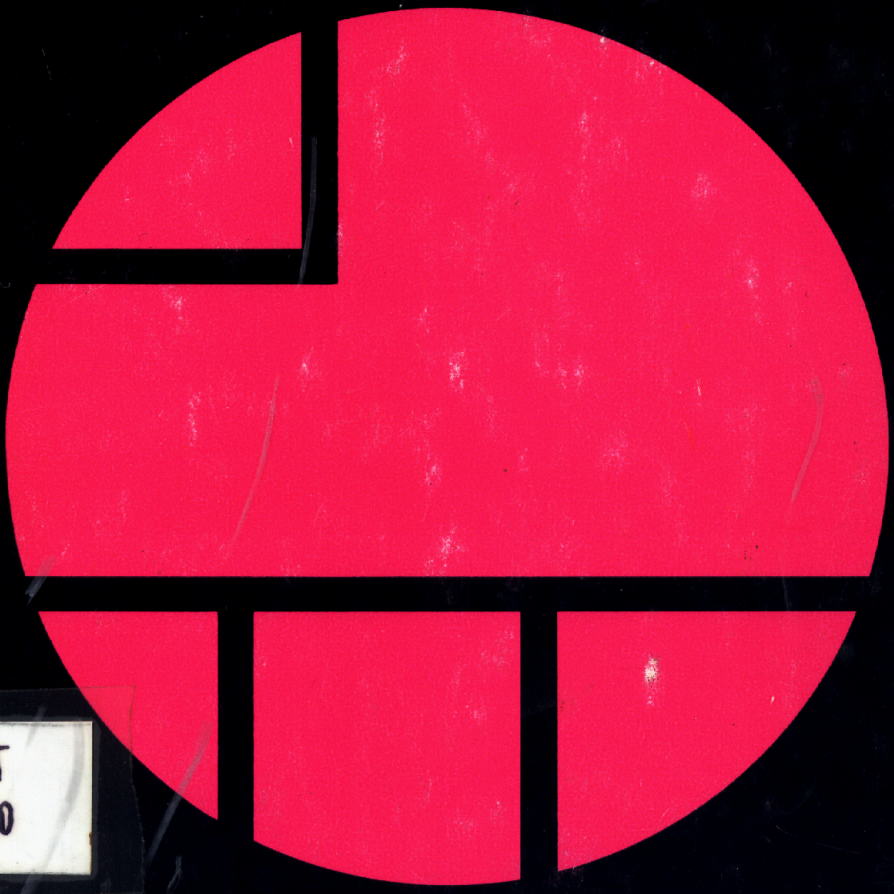

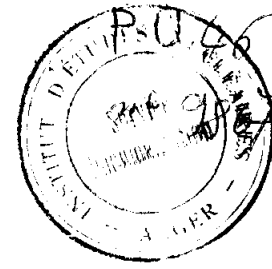

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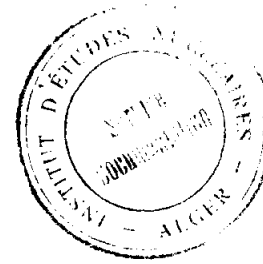

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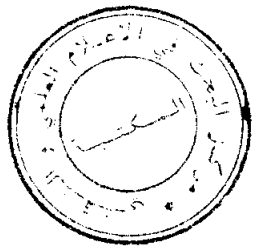
Dr.-Ing. Walter Schleip
and
Dipl.-Ing. Rainer Schleip



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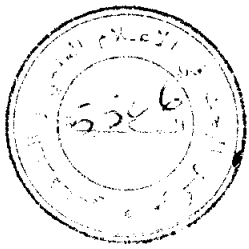

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FOREWORD TO FIRST EDITION

This book is about a genuine management tool, a practical instrument that can be used whenever people have to be led and directed, and when events of any kind have to be planned and directed. The real value of this managerial instrument is in its 'management by objectives' orientation. This means a management so well organised that the people responsible only have to act in exceptional circumstances; i.e. when the regulating system is really endangered as a result of unexpected 'disturbances'.

The RPS system was first developed as a graphical method in my managerial consultancy to rationalise complex flow patterns.

If the system of graphical planning, directing and regulating technical, commercial, sales and administrative procedures in the RPS system really was a useful method of rationalisation, one realises that publication had to be delayed until the system had been tested and proved in practice. Furthermore, when the American method of calculating 'critical paths', i.e. what is generally grouped under the term 'network-planning techniques', became known in Germany, it was discovered that this method of calculation could be applied to RPS diagrams; so RPS became a German network-planning technique, and this also had the effect of increasing its adoption in industry.

After the RPS system had been announced during my lectures on cybernetics before numerous meetings of the VDI, ADB, RKW, Refa, work-study groups, chambers of commerce etc. as a cybernetic tool for rationalisation, the demand for information about it increased.

It is once again emphasised that RPS is also a network-planning technique, and one with many advantages; but, in the main, RPS is an important method for rationalising regulating loops in industry.

Stuttgart
Autumn 1968

DR.-ING. WALTER SCHLEIP

FOREWORD TO SECOND EDITION

The short time it took for the first edition to go out of print and the numerous letters received show how fast RPS is being introduced in practice.

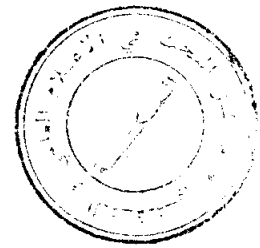
Additional practical experience obtained in the last year and a half has made it advisable to rewrite Chapter 3 ('RPS in practice').

Dipl.-Ing. Hans Joachim Conrad, who helped me greatly in the first edition by evaluating examples from our consultancy experience, was not able to take on the task of rewriting this chapter, as he has meanwhile taken a managerial post in industry. I would like, however, to mention him in this edition by way of thanks for his help with the first edition.

My thanks are also due to the readers who, in their letters, made suggestions for improvements. The early demand for a standard computer program to use with RPS has decreased. This is proof that the use of a computer is only worth while with RPS when a very large number of events or projects are involved. And this is generally the case only in very large firms. Practice has shown that they prefer to start by developing their own program, even though it takes a lot of time.

Stuttgart
Spring 1970

DR.-ING. WALTER SCHLEIP



CONTENTS