

MODULE SPECIFICATION FORM

Module Title: Excellence Through Operating Lean	Level: 7	Credit Value: 10
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Module code: BUS764	Cost Centre: GAMP	JACS2 code: N215
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Semester(s) in which to be offered: N/A	With effect from: November 2015
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Office use only: To be completed by AQSU:	Date approved: July 2013
	Date revised: November 2015
	Version no: 2

Existing/New: Existing	Title of module being replaced (if any): N/A
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Originating Department: Business and Management	Module Leader: Chris Jones
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Module duration (total hours): 100	Status: core/option/elective (identify programme where appropriate): Core
Scheduled learning & teaching hours: 25	
Independent study hours: 75	
Placement hours: 0	

Percentage taught by Departments other than originating Department (please name other Departments): None
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Programme(s) in which to be offered:	Pre-requisites per programme (between levels):	Co-requisites per programme (within a level):
Executive Master of Business Administration	None	None

Module Aims

To provide students with an understanding of the context for strategic changes in operational management processes and the emergence of lean management tools and techniques to lead and influence an organisation.

Expected Learning Outcomes

At the end of this module, students should be able to:

Knowledge and Understanding

1. Systematically understand and critically evaluate the philosophy, principles, and practices of a lean organisation.
2. Conceptually compare and contrast lean leadership and management versus traditional leadership and management practices.
3. Evaluate the role of the organisational stakeholders (customer, staff etc.) in applying and deploying a lean strategy.

Transferable/Key Skills and Other Attributes

- Use information and knowledge effectively in order to abstract meaning.
- Solve complex problems using appropriate decision-making techniques.
- Communicate effectively using listening, oral, written and media techniques.
- Effectively use Communications Information Technology tools and packages.
- Demonstrate effective performance within a team environment.
- Select appropriate leadership styles for different situations.
- Recognise and address ethical dilemmas and corporate social responsibility issue.
- Manage creative processes, organise, synthesise and critically appraise.

Assessment

The learning and its application will be assessed through a case study assignment that reflects the learning from the module back to the student's organisation or a suitable alternative.

The student will be expected to demonstrate not just an appreciation of the material covered in the unit but provide an insight on how that material could impact their own business environment.

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
One	1, 2, 3.	Case study	100%		2,000 to 3,000

Learning and Teaching Strategies

This module will be delivered through a series of lectures which will provide a core of formal input to deal with concepts, information and theory, supplemented by class / student activities, case studies, workshops, exercises, discussions etc. to support input. However, by the nature of the subject, students must be involved in discussion, exploration and questioning of the ideas and concepts presented, so that they are able to personally reflect on issues and to make connections between theory and their personal practice. There will be a strong emphasis on application of theory in the workplace context and thus the strategy is to establish an active learning environment within the student cohort, in which the experience of all cohort members can be drawn upon to enrich the learning experience for all members of the group.

Syllabus Outline

1. Overview – What is Lean, Lean History using the Toyota Journey, Why Lean, Value, Waste and The Voice of Your Customer. The value of applying Lean principles into their organization and operations. Lean beyond Manufacturing.
2. Lean Thinking and Lean Principles the Toyota Way. The Pillars of a Lean Business Philosophy, Lean Concepts, Lean Tools and Techniques for eliminating waste. Looking at Lean and creating a Company Way through Lean Principles and Lean Values, exploring how and why these are good business practices and must be the foundation of a lean organisation.
3. Looking at Lean Management and Lean Leadership, the behaviours and practices that lead and drive a sustainable Lean culture including Policy Deployment (Hoshin Thinking). The Management structure and measurement systems that support and sustain an ongoing Lean transformation.
4. The strategies for designing and implementing a Lean transformation program. Exploring the challenge of Lean transformations and change, the mistakes many companies make and how to avoid the quick fix approach.
5. Introducing a Model for Leading Lean into your business, Personal Effectiveness, Engagement Effectiveness, Business Effectiveness.
6. Leading Lean through Systems Thinking. Releasing time to lead, the basics of Emotional Intelligence, developing a coaching style and leading with questions. Lean Management, through daily standard routines, creating transparency into the business, big picture and systems thinking, looking for trends. Leading with PDCA and direct observation, leading problem solving with questions and challenge.
7. Lean Case Studies: The problem or challenge – the strategy for improvement – the approach and activities for change – the results and how they came about.

Bibliography

Essential reading:

Liker J. K. & Covis G.L, (2012) The Toyota Way to Lean Leadership, London McGraw Hill
Slack, N., Chambers, S. and Johnston, R., (2012) Operations Management (8th Ed) London: FT Prentice Hall

Other indicative reading:

Hoelt, S. (2010) Stories From My Sensei, Adingdon, Productivity Press.

Kouzes J.M. & Posner, B. S., (2007) The Leadership Challenge, Chichester John Wiley & Sons.

Ohno, T. (1988) Toyota Production System, Adingdon, Productivity Press.

Rother, M. (2010) Toyota Kata, London, McGraw Hill.

Senge,P. Schein,E. Kotter, P., (2006) Organisation Development, Chichester John Wiley & Sons.

Journals:

Harvard Business Review

International Journal of Operation Management and Production Management

Measuring Business Excellence

Benchmarking: An International Journal

International Journal of Productivity and Performance Management

International Journal of Quality and reliability Management

Blogs:

<http://leaninsider.productivitypress.com/>

<http://www.leanblog.org/>