

MODULE SPECIFICATION PROFORMA

Module Title:	Integrating Lean Systems	Level:	7	Credit Value:	15
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Module code:	BUS7AV	Is this a new module?	Yes	Code of module being replaced:	
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Cost Centre(s):	GAMP	JACS3 code:	N210
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With effect from:	September 18
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School:	Business	Module Leader:	Dr Jan Green
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Scheduled learning and teaching hours	24 hrs
Guided independent study	126 hrs
Placement	0 hrs
Module duration (total hours)	150 hrs

Programme(s) in which to be offered	Core	Option
Executive MBA	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Pre-requisites
None

Office use only

Initial approval: April 17

APSC approval of modification: *Enter date of approval*

Version: 1

Have any derogations received LTQC approval?

Yes No N/A

Module Aims

To explain and apply the scope and application of lean management principles as a strategic driver for operations management procedures to undergo extensive change and influence organizational practices.

Intended Learning Outcomes

Key skills for employability

- KS1 Written, oral and media communication skills
- KS2 Leadership, team working and networking skills
- KS3 Opportunity, creativity and problem solving skills
- KS4 Information technology skills and digital literacy
- KS5 Information management skills
- KS6 Research skills
- KS7 Intercultural and sustainability skills
- KS8 Career management skills
- KS9 Learning to learn (managing personal and professional development, self-management)
- KS10 Numeracy

At the end of this module, students will be able to

Key Skills

At the end of this module, students will be able to		Key Skills	
1	Critically evaluate, in a systematic manner, the philosophy, principles, and practices of a lean organisation.	KS1	
		KS6	
2	Demonstrate ways in which lean principles contribute to solving root problems within an organizational context	KS2	
		KS3	
		KS5	
3	Identify an organizational process or system within an organization and propose ways in which the application of lean could contribute to enhanced performance	KS1	KS6
		KS3	

Transferable skills and other attributes

Derogations

None

Indicative Assessment:

The essay will enable students to apply the modular learning within an organization they are familiar with, to demonstrate insight into lean principles and ways in which they could lead to change in practice and overall performance.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1, 2, 3	Essay	100%		3000

Learning and Teaching Strategies:

The nature of this subject requires involvement in discussion, exploration and questioning of ideas and concepts in order to make connections between lean theory and organizational practice. This will be achieved by delivering a series of short lectures to present the theoretical stages of lean before switching to interactive interpretation and application. Exchange of experiences and insights will be drawn upon to enrich the learning experience within the cohort.

Syllabus outline:

Long term decisions
 Continuous Process Flow
 Pull Systems
 Level out (Heijunka)
 Fixing Problems
 Standardization for Continuous Improvement
 Visual Control
 Using Technology
 Developing People and Leaders
 Networks
 Solve Root Problems
 Thorough Understanding (Genchi Genbutsu)
 Consensus (Newawashi)
 Learning and Reflection (Hansei)

Bibliography:

Essential reading

Liker, J.K. (2004) the Toyota Way: 14 Management Principles from the world's greatest Manufacturer, McGraw-Hill, New York

Other indicative reading

Earley, J. (2016) the Lean Book of Lean, John Wiley, Chichester

Østbo, P., Cattermole, R and Wetherill, M. (2016) Leading Beyond Lean, Palgrave, Basingstoke.

Slack, n., Brandon-Jones, A. and Johnston, R. (2013) Operations Management, 7th ed., Pearson Education, Harlow.

Wilson, L. (2004) How to Implement Lean Manufacturing, McGraw-Hill, New York

Journals

International Journal of Operations and Production Management

International Journal of Production Economics

Journal of Business Research

Procedia CIRP

www.lean.org – Lean Enterprise Institute