

ES3A7-15 Design and Management of Lean Operations

21/22

Department

School of Engineering

Level

Undergraduate Level 3

Module leader

Neil Davis

Credit value

15

Module duration

15 weeks

Assessment

60% coursework, 40% exam

Study location

University of Warwick main campus, Coventry

Description

Introductory description

Design and Management of Lean Operations

[Module web page](#)

Module aims

To develop understanding of the principles of lean operations and where and how they can be applied and sustained.

To describe the limits of lean operation: what factors are constraining application and how various industries have sought to relieve these constraints.

To help prepare the future technology manager to exploit recent thinking and overcome resistance to change by giving them an opportunity to explore the subject from various perspectives.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be

covered. Actual sessions held may differ.

Introduction: The module explains the techniques available for the effective management of lean production operations. The Toyota Production System (TPS) is used as the exemplar of Lean principles and forms a backbone around which industrial engineering, quality (through variability and waste reduction) and other technical subjects are organised. Value Stream Mapping (VSM) is introduced and used subsequently in laboratory sessions and/or assignments.

Alternative policies for the control of physical resources throughout the production system are compared, primarily Pull vs. Push (JIT and MRP/ERP). Industrial Engineering: Techniques for work measurement. Time and Method study. Human factors including job design and ergonomics. Flexibility of facilities and equipment. Cell design principles, single piece work flow, setup reduction and work standardisation.

Waste elimination: Inventory Management techniques for lean operation.

Organisation and management of distribution: linkages with manufacturing control system.

Learning outcomes

By the end of the module, students should be able to:

- Appraise where and how Lean Operations can be applied and sustained
- Calculate and recommend key resource requirements and identify resource constraints using analytical techniques.
- Develop a basic layout for implementing lean manufacturing including methods for managing the human – equipment interface.
- Analyse a manufacturing process using Value Stream Mapping critique and propose lean solutions using the map as foundation.

Indicative reading list

Lean Thinking, Womack and Jones, 2nd edition, 2003

The Toyota Way, Jeffrey Liker, 2004.

Toyota Kata, Mike Rother, 2010.

Lean Production Simplified, Pascal Dennis, 3rd edition, 2015.

The Machine That Changed the World, Womack & Jones, 1991

Learning To See, Rother and Shook, Lean Enterprise Institute, 1999

Seeing The Whole, Womack & Jones, Lean Enterprise Institute, 2002

The Toyota Production System. Monden, Yosuhiko. 2d ed. Atlanta: Institute of Industrial Engineers, 1993.

[View reading list on Talis Aspire](#)

Subject specific skills

Ability to conceive, make and realise a component, product, system or process.

Ability to be pragmatic, taking a systematic approach and the logical and practical steps necessary for, often complex, concepts to become reality

Transferable skills

Numeracy: apply mathematical and computational methods to communicate parameters, model and optimize solutions

Apply problem solving skills, information retrieval, and the effective use of general IT facilities

Communicate (written and oral; to technical and non-technical audiences) and work with others

Plan self-learning and improve performance, as the foundation for lifelong learning/CPD

Exercise initiative and personal responsibility, including time management, which may be as a team member or leader

Awareness of the nature of business and enterprise in the creation of economic and social value

Overcome difficulties by employing skills, knowledge and understanding in a flexible manner

Appreciation of the global dimensions of engineering, commerce and communication

Study

Study time

Type	Required
Lectures	30 sessions of 1 hour (11%)
Seminars	5 sessions of 1 hour (2%)
Other activity	2 hours (1%)
Private study	113 hours (42%)
Assessment	120 hours (44%)
Total	270 hours

Private study description

113 hrs self-study

Other activity description

2x1h revision class

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Students can register for this module without taking any assessment.

Assessment group D3

	Weighting	Study time
Individual Assignment 1	30%	40 hours
Identify and explain the fundamental concepts used in lean operations and apply value stream mapping to identify improvement areas for a lean design.		
Individual Assignment 2	30%	40 hours
Create a design for a lean operation using relevant techniques for conceptual design and implementation that incorporate and justify lean countermeasures.		
Online Examination	40%	40 hours
Appraise where and how lean operations can be applied by selecting appropriate solutions and valid arguments from the set of options provided AND calculate key resource requirements and constraints using analytical techniques to select from a set of candidate answers.		

~Platforms - QMP

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- Online examination: No Answerbook required
 - Engineering Data Book 8th Edition

Feedback on assessment

Individual written comments on coursework using a combination of marked up rubric and narrative
Cohort feedback on examinations

[Past exam papers for ES3A7](#)

Availability

Courses

This module is Core for:

- Year 3 of UESA-HH73 BEng Manufacturing and Mechanical Engineering
- Year 3 of UESA-HH75 BEng Manufacturing and Mechanical Engineering
- Year 4 of UESA-HH74 BEng Manufacturing and Mechanical Engineering with Intercalated Year
- Year 3 of UESA-HH76 MEng Manufacturing and Mechanical Engineering
- UESA-HH38 MEng Manufacturing and Mechanical Engineering with Intercalated Year
 - Year 3 of HH38 Manufacturing and Mechanical Engineering with Intercalated Year

MEng

- Year 4 of HH38 Manufacturing and Mechanical Engineering with Intercalated Year MEng

This module is Core optional for:

- Year 3 of UESA-H115 MEng Engineering with Intercalated Year
- UESA-HH38 MEng Manufacturing and Mechanical Engineering with Intercalated Year
 - Year 3 of HH38 Manufacturing and Mechanical Engineering with Intercalated Year MEng
 - Year 4 of HH38 Manufacturing and Mechanical Engineering with Intercalated Year MEng
- UESA-HH77 MEng Manufacturing and Mechanical Engineering with Intercalated Year
 - Year 3 of HH77 Manufacturing and Mechanical Engineering MEng with Intercalated Year
 - Year 4 of HH77 Manufacturing and Mechanical Engineering MEng with Intercalated Year

This module is Optional for:

- Year 3 of UESA-H113 BEng Engineering
- Year 3 of UESA-H114 MEng Engineering
- Year 4 of UESA-H115 MEng Engineering with Intercalated Year

This module is Option list A for:

- Year 4 of UESA-H111 BEng Engineering with Intercalated Year
- UESA-H112 BSc Engineering
 - Year 3 of H112 Engineering
 - Year 3 of H112 Engineering

This module is Option list B for:

- Year 3 of UESA-HN12 BEng Engineering Business Management
- Year 3 of UESA-HN15 BEng Engineering Business Management
- Year 4 of UESA-HN13 BEng Engineering Business Management with Intercalated Year