

Modul-Nr./ Module Code	BMSIB4000
Modulbezeichnung / Module title	Lean Management
Semester or Trimester	5 th
Dauer des Moduls / Duration of the Module	1 Semester
Art des Moduls (Pflicht, Wahl, etc.) / Module type (Compulsory, Elective etc.)	Major (Elective)
Ggfs. Lehrveranstaltungen des Moduls / If applicable: Submodules	-
Häufigkeit des Angebots des Moduls / The module is offered ...	Annually (winter semester)
Zugangsvoraussetzungen / Prerequisites for attending	Recommendable: Successful completion of BMS foundation courses
Verwendbarkeit des Moduls für andere Module und Studiengänge / Applicability of the module for other module and degree courses	Lean management is a comprehensive approach to all major questions a manager has to deal with. Regardless if employee motivation, customer focus or supplier integration is concerned or the focus is on benchmarking or implementation of a balanced scorecard. The ability to understand and apply those techniques is essential for every successful manager, regardless if he/she works as an engineer or as a marketing assistant.
Name der/des Hochschullehrer/s / Name of the lecturer	Prof. Dr. Björn P. Jacobsen
Lehrsprache / Language of Instruction	Prof. Dr. Björn P. Jacobsen
Lehrsprache / Language of Instruction	English
Zahl der zugeteilten ECTS-Credits / Number of ECTS-Credits	5
Gesamtworkload und ihre Zusammensetzung / Workload and its composition	150 hours (86 h self study, 64 h contact time)
SWS / Semester periods per week	4
Art der Prüfung / Assessment methods	Written Examination (1,5 hours) with Application practice (30 hours)
Gewichtung der Note in der Gesamtnote / Weight in final grade	4 %
Qualifikationsziele des Moduls / Learning outcomes of the Module	<p><u>Knowledge & Understanding</u> Particularly in times of globalization, an intensified cross-border competition and the increasing competition from domestic and foreign companies forces companies to secure their sustainable growth through lean management. Students will be acquainted to the basic theoretical principles of lean management and production and their practical application in various industries.</p> <p><u>Applying knowledge & understanding</u></p>

	<p>Students learn to evaluate approaches of customer focus and develop a questionnaire.</p> <p><u>Making judgements</u> By presenting a strength and weaknesses profile for selected topics students are confronted with facts that require a solution-oriented approach.</p> <p><u>Communication</u> Results of the group work and of case studies will be presented in oral and written form. Students need to participate in a discussion based upon good arguments that are related to the practice.</p> <p><u>Learning skills</u> Students learn to think in a strategic way. They are able to analyse a given situation, looking for alternatives and present a final solution to matters that are part of lean management.</p>
Inhalte des Moduls / Syllabus	<p>Introduction - Drivers, Opportunities & threats Plotting the course of the enterprise - Values / mission / vision / goals Success criteria - Profit Impact of Market Strategies, Role of quality Quality Management - Quality, time and costs, Quality: Deming, Juran, Crosby Focus area "Customers" - Customer satisfaction, Complaint management, Quality Function deployment Focus Area „Employees“ Focus Area „Suppliers“ Total Quality Management - "CIP", Kaizen Lean (Toyota Production System): "JiT", Jidoka Six Sigma: DMAIC Cycle</p>
Lehr- und Lernmethoden des Moduls	Lecture – Seminar Form, Group work with presentation, Case study
Besonderes / Features	-
Literatur / Literature	<p>Compulsory Literature</p> <p>Materials distributed with lecture notes.</p> <p>Recommended Literature</p> <p>Akao, Y. (1990), Quality Function Deployment - Integrating Customer</p>

	<p>Requirements into Product Design, Portland</p> <p>Boxwell, R.J. (1994), Benchmarking for Competitive Advantage, McGraw-Hill</p> <p>Buzell, R., Gale, B. (1989), Das PIMS Programm, Wiesbaden</p> <p>Deming, E. (1986), The Deming Management Method, Michigan</p> <p>George, M.L. (2002), Lean Six Sigma: Combining Six Sigma Quality with Lean Production Speed, New York</p> <p>Imai, M. (1997), Gemba Kaizen: A Commonsense, Low-Cost Approach to Management, McGraw Hill Professional</p> <p>Kaplan, R.S., Norton, D.P. (1992), The Balanced Scorecard: Measures that Drive Performance, Harvard Business Review 70, no. 1, pp. 71-79</p> <p>Liker, J. (2004), The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, New York</p> <p>Mintzberg, H. (1980), The Nature of Managerial Work, Prentice-Hall</p> <p>Ohno, T. (1988), Toyota Production System: Beyond Large-scale Production, Portland</p> <p>Smith, G.D., Arnold, D.R., Bizzell, B.G. (1988), Business strategy and policy, 2nd Ed., Boston</p> <p>Steinmann, H., Schreyögg, G. (2013), Management, 7th Ed., Wiesbaden</p> <p>Womack, J.P., Jones, D.T., Roos, D. (1991), The Machine that Changed the World: The Story of Lean Production - Toyota's Secret Weapon in the Global Car Wars That Is Now Revolutionizing World Industry, New York</p> <p>All titles in the current edition.</p>
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	For updated bibliographies, see the course syllabus.
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