



**London  
South Bank  
University**

EST 1892

# Module Guide

Lean to Agile Enterprise Operations

BBS\_6\_LAE

School of Business

2019/2020

Level 6

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## 1. MODULE DETAILS

<b>Module Title:</b>	Lean to Agile Enterprise Operations
<b>Module Level:</b>	6
<b>Module Reference Number:</b>	BBS_6_LAE
<b>Credit Value:</b>	20 Credits
<b>Student Study Hours:</b>	200
<b>Contact Hours:</b>	60
<b>Private Study Hours:</b>	140
<b>Pre-requisite Learning (If applicable):</b>	None
<b>Co-requisite Modules (If applicable):</b>	[Click and replace]
<b>Course(s):</b>	[Click and replace]
<b>Year and Semester</b>	2019/2020, Semester 1
<b>Module Coordinator:</b>	Beba Dusanovic
<b>MC Contact Details (Tel, Email, Room)</b>	<a href="mailto:dusanovb@lsbu.ac.uk">dusanovb@lsbu.ac.uk</a> HUB Alpha (Second Floor) m: +44 (0) 7810 637457 m: +44 (0) 7810 637463 Hub Beta (Third Floor) m: +44 (0) 7810 637703 m: +44 (0) 7810 637704
<b>Teaching Team &amp; Contact Details (If applicable):</b>	Beba Dusanovic, as above
<b>Subject Area:</b>	[Click and replace]
<b>Summary of Assessment Method:</b>	100% coursework, two assignments 50% each
<b>External Examiner appointed for module:</b>	[Insert the name, position and institution of the subject area external examiner appointed for the module]

## 2. SHORT DESCRIPTION

We live in the area of constant change and uncertainty, where proactivity and flexibility are key to success. Short time to market and high customer expectations have become the standard across all industries. For the past 30 years we have been focusing on the processes instead on solutions. This is now changing; we are empowering people to use their initiatives, make judgement and decisions for their daily tasks and take responsibility for delivering their work. The new ways of working are about flexibility and encouraging people to make decisions at all levels; it is acceptable to fail, as long as we learn from our mistakes and don't repeat the same mistakes over again. Continuous improvement and learning applies to enterprises and individuals.

## 3. AIMS OF THE MODULE

The module teaches how to create highly powerful corporations by eliminating waste, increasing both staff and client satisfaction, increasing efficiency and effectiveness of processes and people and embedding continuous learning process.

## 4. LEARNING OUTCOMES

### 4.1 Knowledge and Understanding

- Develop a systematic understanding of lean principles, agility strategy, and value creating enterprise;
- Understand the business environment of a business and formulate continuous improvement strategies;
- Examine and develop the key concepts of value stream management and their importance in developing lean strategies.

## 4.2 Intellectual Skills

- Critically analyse enterprise needs and identify suitable lean and agile tools to implement a continuous improvement programmes for developing the business enterprise;
- Develop lean principles applied to servicing businesses value creation and flexibility.

## 4.3 Practical Skills

- Ability to identify and solve problems in working environment. Ability to increase efficiency in a working environment;
- Demonstrate enterprise management skills;
- Work in teams to develop solutions to typical new business problems mapping new value chains with lean operation management;

## 4.4 Transferable Skills

- Students will learn how to apply lean and agile principles in practice and use them to enhance productivity of departments and corporations.
- Demonstrate professional communication and presentation skills;
- Develop efficient process management.

## 5. ASSESSMENT OF THE MODULE

100% Coursework.

2 Assignments – case study based, 50% of the overall mark each

## 6. FEEDBACK

Feedback will normally be given to students 15 working days after the final submission of an assignment or as advised by their module leader.

General feedback, applying to all students, will also be placed on the module VLE site within 15 working days.

## 7. INTRODUCTION TO STUDYING THE MODULE

### 7.1 Overview of the Main Content

Lean and Agile principles and how they are applied to different work environments. Apart from the core reading material, students will be asked to study different internet articles with real life examples of Agile/Lean implementations and lessons learned.

### 7.2 Overview of Types of Classes

The module will be taught in 2 hours lecture and 2 hours seminar per week. It might be that these are combined for most of the weeks, so that the students benefit from being taught for a short period followed by a practical session in an iterative fashion.

Teaching will be hands on and interactive; students are asked to actively participate in lectures and seminars.

### 7.3 Importance of Student Self-Managed Learning Time

Student responsibility in the learning and development process will be emphasised.

Students are required to undertake directed self-study and prepare solutions/discussions to questions relative to various topic areas. Students will be encouraged to identify for themselves particular problems of difficulty and to use seminar discussions, where appropriate, for the resolution of these. Students must regularly access the Moodle site for this module. They should download the class/lecture material from the Moodle site, and do the recommended reading, before each lecture/class.

Where appropriate, students are also expected to download the relevant seminar questions and study them in advance of each seminar, in order to derive maximum benefit from seminar time. The programme of teaching, learning and assessment gives guidance on the textbook reading required for each week, the purpose of which is to encourage further reading both on and around the topic.

## 7.4 Employability

Both Lean and Agile are highly sought after by employers and this module should enable students to learn about large corporations' experiences in implementing Lean and Agile in order to solve problems and enhance their business success.

Students will undertake flexible study sessions which will practically teach them about corporate cultures continuous learning.

They will be challenged to resolve large and complex corporate issues utilising Lean and Agile principles in two separate courseworks.

## 8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

SEMESTER 2		
WEEK	TOPIC	READING (CORE TEXT)
1	Guest Lecturer	
2	Agile principles, manifesto, roles, frameworks	
3	Lean principles, start ups, value stream mapping	
4	Agile Scrum framework	
5	Agile processes to fit the enterprise	
6	Continuous Improvement process and retrospective	
7	Different levels of Planning	
8	Corporate culture, teams and values	
9	Success and failure; positive/negative feedback	
10	Change, Leadership, Servant leadership	
11	Communication and networks	
12	Revision	

## 9. STUDENT EVALUATION

This module is completely different to the module taught last year, hence there is no relevant feedback.

## 10. LEARNING RESOURCES

### Reading List

#### Core Reading

Humble, J. & O'Reilly, B. (2015). *Lean Enterprise: How High Performance Organizations Innovate at Scale*. Palgrave Macmillan.

L. David Marquet (2015). *Turn the ship around*

#### Background Reading

Mynott, C. (2012). *Lean product development: a manager's guide*. Stevenage: IET.

Ries, E. (2011), *The lean start-up: how constant innovation creates radically successful businesses*. London; New York: Portfolio Penguin.

Gibbs, A. (2002). *Creative Destruction, New Values, New ways of Doing Things and New Combinations of Knowledge*. International Journal of Management Reviews, vol 4(3), pp. 233-270.

**Optional Reading**

Shaked, D. (2014). *Strength-based lean six sigma [electronic resource]: building positive and engaging business improvement*. London: Kogan Page.

Mascitelli, R (2002), *Building a project-driven enterprise: how to slash waste and boost profits through lean project management*. Northridge, CA: Technology Perspectives