



Lean Operations Management

TWIMS EXECUTIVE DEVELOPMENT PROGRAMME

How lean is your organisation?

R20000 ext Vat | Date: 31 May - 3 June 2021

Course overview:

The course explores and unpacks the foundations element of lean in operations and solidifies the thinking that integrating lean into the operations management system is a fundamental foundational requirement. The underlying culture and value systems imbued within lean operations management are explored, including the characteristics of lean leadership which are pertinent to the success of entrenching lean practices and behaviours into organizations.

The exploration of lean execution case studies and examples from across the globe is delved into with both the lean successes and failures discussed and challenged. The various elements of lean operations management are then systematically unpacked; from effective problem solving and improvement (Kaizen), to Just in Time, Total Quality Management and Total Productive Maintenance. The 14 principles of Likers 4 P model as well as the Lean Leadership Diamond Model, is also explored and engaged on.

These learnings are consolidated through a factory-based exercise on the afternoon of the 2nd of June, with this exercise leading to a learning and reflection day on the 3rd of June where participants present their lean improvement ideas from the factory visit in syndicated teams.

Using the insights developed throughout the course, lean operations management processes are reviewed and scrutinized, thereby providing course participants with interrogation skills that can be taken back into their organizations for phoning and further development.

Learning outcomes:

At the end of the course, participants will have secured a substantially deeper strategic, contextual, and practical understanding of Lean Operations Management opportunities and challenges, and the central importance of Leadership to successful lean implementation.

Who should attend?

Senior manufacturing managers and executives, and public-sector executives with manufacturing portfolios. The course will be taught at a post-graduate level and so executives should preferably have a graduate-level qualification.

Certification:

Participants who attend all 4 days of the course, and who successfully complete the assignment, will earn a TWIMS Lean Operations certificate.

Applications:

Participation is limited to a maximum of 32 executives. Application for participation can be made online at www.twimsafrica.com. The TWIMS admissions committee reserves the right to accept only those applicants who are likely to benefit from the programme and who can make a full contribution to group activities.



Course Framework:

Course	Key Focus Points
Day 1	<ul style="list-style-type: none">• History of Lean and Foundational imperative rationale.• The key tenets of lean operations management: Liker's 14 principles, JIT, TQM, Kaizen and TPM• Lean Leadership Behaviours- Diamond Model
Day 2	Lean processes: <ul style="list-style-type: none">• Just In Time;• Total Quality Management;• Total Productive
Day 3	<ul style="list-style-type: none">• Problem Solving & Continuous Improvement• Factory visit, and lean observation exercise
Day 4	<ul style="list-style-type: none">• Syndicate presentations, review, and discussion• Consolidation of Key lean lessons for application as well as practical reflections

Course facilitator

The course is facilitated by Prof. Justin Barnes, Associate Professor at the Gordon Institute of Business Science and TWIMS' Executive Director, and Khavitha Singh, the Toyota Head of Lean Management at TWIMS.



Prof. Justin Barnes is an Associate Professor at the Gordon Institute of Business Science and TWIMS' Executive Director. Justin has worked in the South African manufacturing sector since 1995. All of his qualifications are from the University of Natal, with his BA Hons (Geography) completed cum laude in 1994, his MSocSci (Development Studies) completed cum laude in 1995 and his PhD (Development Studies - industrial specialisation), completed in 2001. Justin has developed strategies and supported lean implementation projects at numerous firms. He has also advised several national governments on their industrial and trade policies. Justin has published extensively, and his expertise has led him to work in over 30 countries.

Khavitha Singh is the Toyota Head of Lean Management at TWIMS. Khavitha has worked within the Operations Leadership, Continuous improvement, and Capability Development space for 16 years. Her industry experiences have ranged from pharmaceuticals, oil and gas, to consulting and logistics in South Africa, Mozambique, and Germany. She has an MBA (UCT, GSB), a BPharm (Rhodes), and an ALDP (NMMU). Prior to joining TWIMS in early 2020, Khavitha worked for several companies, including Nike, BPSA, Johnson & Johnson, Aspen Pharmacare, and the Lean Institute Africa. In addition, she is currently a co-founder of two consulting companies, focusing on organizational optimisation and leadership development.



Course cost:

Course attendance costs R20,000 ex VAT per participant. This is fully inclusive of all refreshments, teas and lunches over the course of the four days, as well as stationary. The cost excludes any accommodation.

Venue and accommodation:

The course is run at the TWIMS campus, 74 Everton Road, Kloof, from 08:30 to 16:30 over each of the four days. Affordable, luxury accommodation is available on-site at an additional cost. Please see the TWIMS website (www.twimsafrica.com) for further details.

Covid-19 mitigation steps:

TWIMS follows strict protocols to mitigate the threat of Covid-19. We use an 80-seater auditorium for the class to ensure adequate social distancing is observed at all times; everyone on campus is temperature checked daily; all venues are sanitized daily; food and beverages are served individually; and the wearing of masks is strictly enforced while on campus.

