

# OPM 561 (OPM 5610)

## Production Management & Variability

To match supply/capacity with demand, managers and planners have to consider different types of variability. This course discusses sources for three dimensions of variability and analyzes the effects on several operational performance measures. It introduces planning tasks for the design and management of operations systems from the strategic to the operational level. After providing an overview of variability in operations management, the course addresses capacity planning and design problems for flow production systems. Afterwards, the course covers lean and total quality management and introduces different scheduling applications. Challenges and opportunities arising from the fourth industrial revolution (Industry 4.0) and key concepts for future factories are presented. To manage and reduce variability, we introduce modern business analytics tools as well as classical lean management approaches. Variability arising in the industry are discussed with case studies based on relevant applications.

This course aims to provide insights into the key decisions regarding the design and management of lean production systems. For this purpose, quantitative models for the performance analysis and optimization are discussed.

### Learning Goals

- Develop skills for quantitative planning in the field of production management.
- Have an overview of requirements, objectives and key concepts in lean production management.
- Understand reasons and effects of variability in operations management.

### Prerequisites:

- Basic knowledge in operations management (e.g. BSc course “Produktion” or “OPM 301 Operations Management”) or equivalent.

### General Information



Lecturer	Prof. Dr. Raik Stolletz
Course Format	One lecture and exercise each week
Credit Points	6 ECTS
Language	English
Grading	Written exam, case study or presentation
Term	Fall Semester
Range of Application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ., M.Sc. MMFACT, M.Sc. MMOSCM



Version: 25 June 2026


**Prof. Dr. Raik Stolletz**

Chair of Production Management

Faculty of Business | University of Mannheim

Schloss (SO 230) | 68131 Mannheim | Germany | Phone +49 621 181-1578

Email: [opm561@uni-mannheim.de](mailto:opm561@uni-mannheim.de) | Homepage: <http://bwl.uni-mannheim.de/stolletz>



# OPM 561 (OPM 5610)

## Production Management & Variability

### Detailed Agenda

#### I Introduction

- Variability in Operations Management

#### II Variability & Design of Production Lines

- Introduction to stochastic variability in production systems
- Lean flow lines
- Optimization of flow oriented production systems

#### III Lean Management

- Principles of lean management and implementation of lean systems

#### IV Scheduling Applications

- Job Shop scheduling
- Lot sizing

#### V Variability in Industry

- Industry 4.0
- Guest lecture
- Case studies

### Literature

- Stolletz, R. and B. Tan (2023). When and how to (mis-)match supply and demand: Managing variable environments. SSRN, 2024.
- Hopp, W. and M. Spearman (2008). Factory Physics. McGraw-Hill/Irwin series operations and decision science. McGraw-Hill Publ.Comp.
- Pinedo, M. (2005). Planning and scheduling in manufacturing and services. Springer (New York).
- Journal papers will be announced during the lecture.