
Manufacturing Plan to Shop Floor: Capacity Loading, Sequencing and Control Reviews Training Course

23 – 27 November 2026
Vienna





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Programme Summary

Manufacturing plan to shop floor control is the subject of this one-week training course for manufacturing managers, production planning heads, plant managers and supply chain leaders, ending in a planning and control cycle design for one plant. Many plants run planning, scheduling and control as separate routines, so the schedule on the floor differs from the plan agreed in the office. The programme moves from one connected cycle, through diagnosis of breakdowns, to design of loading, sequencing and review routines. Mars Training Centre UK delivers this manufacturing plan to shop floor control programme for leaders from mixed organisations.

The Business Case

When the sales plan, the master schedule and the daily sequence are owned by different teams with different data, the plant responds to every change by expediting. Capacity is loaded beyond what the floor can deliver, inventory builds in the wrong places and delivery dates are promised that the schedule cannot meet. Leaders who connect the three levels find causes sooner and make commitments they can keep.

- Schedule Adherence: Improves as sequences are built on loaded capacity and reviewed against actual output.
- Inventory Balance: Strengthens as material plans follow a stable master schedule.
- Delivery Reliability: Rises as promised dates reflect true capacity and open constraints.

Principles and Evidence Base

- Sales and operations planning: It frames the monthly plan and the demand and supply review practised in Sessions 1 and 3.
- Master production scheduling with material requirements planning: It guides the schedule and material plan built in Session 3.
- Rough-cut and finite capacity planning: It structures the capacity loading and constraint checks in Sessions 2 and 3.
- Shop floor control with performance review: It supports the daily and weekly review routines in Session 4.

Intended Participants

- Manufacturing managers who answer for output, cost and delivery.
- Production planning heads who own the master schedule and material plan.
- Plant managers who balance capacity and inventory.
- Supply chain leaders who commit delivery dates to customers.



Learning Outcomes

1. Participants will be able to distinguish the roles of the sales plan, the master schedule and the shop floor sequence.
2. Participants will be able to diagnose why plans break down between office and floor.
3. Participants will be able to construct a capacity loading view that exposes overloads before release.
4. Participants will be able to evaluate sequencing rules against delivery, changeover and inventory effects.
5. Participants will be able to prioritise control reviews and escalation rules.
6. Participants will be able to justify a planning and control cycle design to executive colleagues.

Programme Structure

Day 1: Manufacturing Plan to Shop Floor Control and the Planning Hierarchy

How do the sales plan, master schedule and floor sequence fit together?

- Planning Hierarchy Map
- Sales and Operations Planning Cycle Chart
- Master Schedule Role Sheet
- Planning Horizon and Frozen Zone Table
- Decision Rights Chart

Day 2: Diagnosing Plan Breakdowns

Where and why does the plan stop matching the floor?

- Plan Versus Actual Variance Review
- Schedule Change Log Analysis
- Rough-Cut Capacity Check
- Data Accuracy Audit Sheet
- Expediting Cause Tree

Day 3: Designing Loading, Sequencing and Material Plans

How are capacity, sequence and materials set so the plan can be met?

- Finite Capacity Loading Board
- Sequencing Rule Comparison Table
- Master Schedule Material Worksheet
- Changeover Trade-Off Grid
- Order Release Rule Set



Day 4: Control Routines, Reviews and Escalation

How is execution tracked and corrected without constant rework?

- Daily Production Review Format
- Weekly Output Dashboard
- Escalation Ladder
- Constraint and Shortage Watch List
- Schedule Change Approval Form

Day 5: Applying Manufacturing Plan to Shop Floor Control to One Plant

Does the cycle design hold when tested against every earlier session?

- Applying the Session 1 Hierarchy Map to the Plant
- Testing the Session 2 Variance Review on Live Data
- Comparing the Session 3 Sequencing Options on Delivery and Cost
- Rehearsing the Session 4 Daily Review
- Completing the Planning and Control Cycle Design

Methodology

The programme uses a structured exercise method built on anonymised order books, capacity tables, schedules and short written cases from food, consumer goods and engineering plants. Participants work in small groups on one plant, load capacity, test sequences and defend choices to peers who act as sales and finance colleagues.

- Suggested activity: Loading a week of orders onto a finite capacity board and resolving the overloads.
- Suggested activity: Comparing two sequencing rules on delivery, changeover and inventory.
- Suggested activity: Running a mock daily review.

Capstone Output

Each participant completes a planning and control cycle design for one plant. It holds a planning hierarchy, a capacity loading view, a sequencing rule set, a review and escalation routine and a measure set. The design is used at work to agree the planning calendar with sales and finance colleagues and to brief shop floor supervisors.



Frequently Asked Questions

Is manufacturing plan to shop floor control suitable for managers who have not run a planning team before?

Yes. Manufacturing plan to shop floor control is taught from first principles and assumes responsibility for output, planning or delivery, not earlier scheduling experience.

Which models does manufacturing plan to shop floor control rest on in this programme?

Manufacturing plan to shop floor control here rests on sales and operations planning, master production scheduling with material requirements planning, rough-cut and finite capacity planning and shop floor control.

How is the cycle design from manufacturing plan to shop floor control used at work?

You use the cycle design to agree the planning calendar with sales and finance, set loading and sequencing rules and brief shop floor supervisors.

How does manufacturing plan to shop floor control differ from a programme on inventory management?

Manufacturing plan to shop floor control centres on matching plans, schedules and execution, while inventory management centres on stock levels, replenishment and storage.