

Fermanian School of Business
BMG4084 Operations Management

3 Units



Summer 2025

May 12 – August 31

Meeting Days: Wednesday

Meeting Times: 6:00–8:45pm

Meeting Location: Southwestern College 29-105

Instructor: Matt Boyne

Email: mboyne@pointloma.edu

Phone: 760.715-8071

Office Location and Hours: I'll be at the SW class around 3:00 for office hours or we can meet online.

Final Exam: August 27, 2025

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character ~ Professionalism ~ Excellence ~ Relationships ~ Commitment ~ Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice. cultures.

Course Description

This course provides an analysis of the information support systems which aid the manager in the decision-making process. Topics include supply chain, project and operations management, allocation of resources, planning, and financial analysis.

Course

Upon completion of this course, students will be able to:

1. Exhibit an in depth knowledge of operations management theory and methods (TUG: PLO1 & F1); (BBA: PLO 1 & A1); (BAOL: PLO 1).
 2. Evaluate and apply continuous process improvement methods (TUG: PLO 2 & F1); (BBA: PLO 2 & A2); (BAOL: PLO 1).
 3. Assess the competitive advantage of a business based on management concepts (TUG: PLO 2 & F2); (BBA: PLO 2 & A2); (BAOL: PLO 1).
 4. Prepare written reports and deliver presentations on operations management topics (TUG: PLO 3); (BBA: PLO 3); (BAOL: PLO 2).
 5. Formulate operations management decisions influenced by ethical considerations (TUG: PLO 4); (BBA: PLO 4); (BAOL: PLO 3).
-

Required Texts and Recommended Study Resources

- [Lean Six Sigma Pocket Tool Book](#)
- [Tableau for Students](#) Required (free but fill out request)

Options for Textbook: I spend a lot of time talking to employers around San Diego. They are looking for (aggressively) students with certifications in specific areas. One of the major knowledge areas employers are looking for is in Lean Six Sigma, a process improvement method. Every hiring manager has told me that makes a difference for

both promotion and hiring. Another “go to” skill set employers are looking for is in operational analytics. I was just at a UPS warehouse yesterday and one of the hiring managers said she was always actively recruiting for people with an operational analytics background. The third essential management area is in general Supply Chain Management, particularly in Logistics.

- I say all this because I want to give you options in your Ops class this summer. If you like a regular Ops class, without outside certifications you have Option 1: which is the McGraw Hill Connect textbook. You can buy this book as you log into Canvas and click on the homework assignment in Week 2.
- The second option comes if you want an introduction to Six Sigma. This is a system of continuous improvement used throughout industry. To do that you will go to this website, [Six Sigma Yellow Belt](#). Buy the monthly subscription which is usually around \$50. Over our summer together you’ll achieve a resume building focus on Six Sigma. The website becomes your textbook, so you don’t need to purchase the McGraw Hill Connect book.
- The third option comes if you want to specialize in supply chain analytics. In that case go to this website for a [Unilever Supply Chain Analytics](#) certificate. You’ll enroll in the course, pay a monthly fee, and this becomes your textbook for assignments and homework.
- The last option is for a general supply chain management certificate at [Rutgers Supply Chain Management](#).

Note: Students are responsible for having the required textbooks and resources prior to the first day of class. Students are also encouraged to begin reading the books in preparation for the class as soon as possible.

Assessment and Grading

This course uses weighted grades. Each assignment category is worth a certain percentage of the total grade (100%) for the course, as specified in the table below:

Course Assignments

Assignment Category	Percentage of Total Grade
Homework	560 Points/56%
Case Study Analysis with DMAIC	300 Points/30%
Management Exit Exam	50 Points/5%
Final Exam	90 Points/9%
TOTAL	1000 Points/100%

The homework for each week depends on whether you selected the traditional textbook or one of the Coursera options. The course long DMAIC case study will build over the class and be the source for the final exam. Given the high level of detail needed for the DMAIC assignment, please refer to the Canvas course site.

The Management Exit Exam is a School required assessment and will be coordinated for an online period during Week 15. The workload in Week 15 will be adjusted and class time reduced to recognize the time spent. Specific details will be provided in Week 13 of class.

Grading Scale

The following grading scale will be used for all exams and final course grades:

- 93-100% = A
 - 90 - 92% = A-
 - 87 - 89% = B+
 - 83 - 86% = B
 - 80 - 82% = B-
 - 77 - 79% = C+
 - *73 - 76% = C
 - 70 - 72% = C-
 - 67 - 69% = D+
 - 63 - 66% = D
 - 62 - 60% = D-
 - Below 60% = F
-

Incompletes and Late Assignments

All assignments are to be submitted by the due dates. There will be a reduction of possible points for each day an assignment is late, and assignments will not be accepted for credit two days after the due date. If missing assignments result in the failure to meet learning outcomes, you may receive a letter grade reduction on the final grade in addition to the loss of points for missing work. Assignments will be considered late if posted after the due date and time using Pacific Standard Time. No assignments will be accepted after midnight on Sunday night, the last day of class.

Exceptions for extenuating circumstances must be pre-approved by the instructor and the program director.

Incompletes will only be assigned in extremely unusual circumstances.

Artificial Intelligence Policy (AI)

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) in this course, with a strong warning about how badly that system can mislead you absent a strong theoretical background in operations. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. Please use the following sources to guide your citations when using AI. [APA Style: How to Cite ChatGPT](#)

CONTENT WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In Operations, all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include child labor. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of operations, and I will support you throughout your learning in this course.

TRIGGER WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In operations, we will cover a variety of topics, some of which you may find triggering. These topics include child labor. Each time this topic appears in a reading or unit; it is marked on the syllabus. Nothing is marked now but it may come up unexpectedly as we study supply chains. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in operations, and I will support you throughout your learning in this course.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias.

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix or as shown in the [PLNU Spiritual Care section of this syllabus](#).

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate and Adult Undergraduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

In addition, on the MV campus, there is a prayer chapel on the third floor, which is open for use as a space set apart for quiet reflection and prayer.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- **The GPS Writing Center offers:**
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - **Research Help Guide** to help you start your research
 - The physical office is located on the third floor of the **Mission Valley Regional Center** off the student lounge
- **Academic Writing Resources Course**: Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. **Watch a quick video run-through** and take time now to explore!
- **Grammarly**: Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- **Tutoring**: Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

PLNU Copyright Policy

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU Recording Notification

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU Academic Honesty Policy

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when, in reality, they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination or, depending on the seriousness of the offense, for the course.

For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Adult Undergraduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

PLNU Academic Accommodations Policy

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. The EAC makes accommodations available to professors at the student's request.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular

course. Accommodations are not retroactive, so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to ensure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any special accommodations.

PLNU Attendance and Participation Policy Face-to-Face BBA Courses:

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment (2 classes for our SU25). If the absences exceed 20 percent (3 classes), the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an "F" grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional details.

Synchronous Attendance/Participation Definition

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class regardless of the date of the student's enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day.

COURSE SCHEDULE AND ASSIGNMENTS

The DMAIC Case Study is complex and each assignment requires a full page of instructions. The necessary detail is provided in the Canvas website.

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Week 1 May 12	Online Only-Decide on Traditional Text or Coursera	May 18
Week 2 May 19	Guided Readings Homework or Coursera Class Completion	May 25
Week 3 May 26	Guided Readings Homework or Coursera Class Completion and Define Stage	June 2
Week 4 June 2	Guided Readings Homework or Coursera Class Completion	June 9
Week 5 June 9	Guided Readings Homework or Coursera Class Completion and Measure Phase	June 16
Week 6 June 16	Guided Readings Homework or Coursera Class Completion	June 23
Week 7 June 23	Guided Readings Homework or Coursera Class Completion	June 30
Week 8 June 30	No Class	
Week 9 July 7	Guided Readings Homework or Coursera Class Completion	July 14
Week 10 July 14	Guided Readings Homework or Coursera Class Completion and Analysis Phase	July 21
Week 11 11 July 21	Guided Readings Homework or Coursera Class Completion	July 28
Week 12 July 28	Guided Readings Homework or Coursera Class Completion and Improve Phase	August 3
Week 13 August 3	Guided Readings Homework or Coursera Class Completion	August 10
Week 14 August 10	Guided Readings Homework or Coursera Class Completion and Control Phase	August 17
Week 15 August 17	Guided Readings Homework or Coursera Class Completion Final Write Up	August 24
Week 16 August 24	In Person Final on August 26	August 26