

Fermanian School of Business
BUS6050 Operational Excellence

3 Units



Summer 2025

May 12 – August 31

Meeting Days: Thursdays

Meeting Times: 5:30pm–8:15pm Zoom and In-Person

Meeting Location: MV316/Online/Zoom HyFlex

Instructor: Matt Boyne

Email: mboyne@pointloma.edu

Phone: (760) 715-8071

Office Location and Hours: *MV T-Th 2:00 - 5:00 Please call ahead.*

Final: August 28, 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 applications-based course focuses on the execution of a firm's value proposition via an operational strategy to exceed customer expectations. Topics include supply chain and process analytics, lean manufacturing and service management, enterprise resource systems, and constant process improvement. In addition, the course explores the value stream design throughout the supply chain and the integration of information technology across the enterprise.

Course Learning Outcomes

The student who successfully completes this course will be able to:

1. Exhibit an understanding of operations management concepts and processes (PLO1 & C1).
2. Evaluate and apply continuous process improvement methods (PLO 2, 3 & C1).
3. Appraise historical and current applications of management systems for operations excellence (PLO 3).
4. Evaluate ethical impacts of operational decisions (PLO 5).
5. Present ideas through effective written and oral communication (PLO 6).

Required Texts and Recommended Study Resources

Three Options to receive a Certificate (you do not need to enroll in the Connect book, your “book” will be Coursera) with submission of completion certificates throughout class, as well as meetings with the prof describing your progress and letting me know where you need a hand:

1. If you want to become an expert in Process Improvement, this Coursera class will take you through the knowledge and systems to execute Six Sigma projects as a team lead: <https://www.coursera.org/specializations/six-sigma-green-belt#outcomes>

2. If you want to gain graduate level knowledge into leading supply chain management projects and departments:
<https://www.coursera.org/specializations/supply-chain-excellence#courses>
3. If you want to gain graduate level knowledge in the specifics of data and supply chain management:
<https://www.coursera.org/professional-certificates/unilever-supply-chain-data-analyst#courses>

Submit Module Completion Certificates in Weeks 3, 6, 9 and 12. Your graduate students so manage the pace of the work as you need. Your grade will depend on the grade achieved in Coursera. Remember, you aren't alone, when you get stuck; ask me in class, call me or set up office hours.

Text Book Option: If you don't want a certificate and/or prefer a traditional textbook, please enroll in the Connect textbook option on the Canvas page, left side. You will be given homework that is due Weeks 3, 6, 9, 14 and 15.

Assessment and Grading

Course Assignments

<i>Assignment Category</i>	<i>Percentage of Total Grade</i>
Homework	600 Points 60%
Discussions	200 Points 20%
Midterm Case	100 Points 10%
Final Essay	100 Points 10%

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. Given the flexibility of HyFlex, late work absent an emergency such as illness, family issue, or other out of the expectation realm will be given a zero. Assignments will be considered late if posted after the due date and time using Pacific Standard Time.

Exceptions for extenuating circumstances must be pre-approved by the professor. Emergencies are understood, but some communication is needed.

Incompletes will only be assigned in extremely unusual circumstances.

Artificial Intelligence Policy

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) in this course. 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](#)

PLNU Spiritual Care

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.

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

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

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 [Graduate 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

Professor's Note: **HyFlex and University Policies**

1. A HyFlex class operates 3-modes of delivery simultaneously and the student is able to choose week by week how they participate. If you like face-to-face learning, come to Mission Valley every Thursday night starting week 2. Week 1 is all "online" with me running a voluntary Zoom session on Thursday. If you like Zoom classes the class will be streamed via a Zoom link every Thursday from 5:20-8:30. It will be recorded for your use. The class will be divided into 20 minute mini-lectures and then class work on problems and discussions to prevent Zoom fatigue. If you like to do the class at your own time (not your own pace), you can watch the Zoom video that will be posted each Friday morning, and then execute discussions and assignments as the Zoom recording sets you up. Each week will take about 7 hours between the class and homework. That's about an hour a day outside class. One way or another, give me an hour a day.

2. Attendance: Be up on Zoom, present in class or if not in those locations; by logging in 3 times a week and engaging as described in the asynchronous method below. The syllabus attendance policy is a 10% reduction for 2 absences, and a withdrawal on the 3rd absence unless on a university authorized absence. The professor doesn't have the authority to waive this policy.

3. All assignments are to be submitted by the due dates. Given the flexibility of HyFlex, late work absent an emergency such as illness, family issue, or other out of the expectation realm isn't acceptable. Assignments will be considered late if posted after the due date and time using Pacific Standard Time.

University Policy Specifics:

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. If the absences exceed 20 percent, 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.

Note: For synchronous courses with an online asynchronous week, refer to the Online Asynchronous Class Attendance policy listed below.

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

Use of Technology

In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible nor allowable) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

Week	Topic	Chapter Reading	Homework and Class Discussions
Week 1 5/12	Introduction to Operations Management	Chapter 1 or Coursera	Discussion post, guided readings, Coursera

Week	Topic	Chapter Reading	Homework and Class Discussions
Week 2	Strategy and Sustainability 5/19	Chapter 2 or Coursera	Discussion post, guided readings, Coursera
Week 3	Product and Service Design 5/26	Chapter 3 or Coursera	Discussion post, Coursera or guided readings
Week 4	Capacity Planning and Facility Layout 6/2	Chapter 4 or Coursera	Discussion post, Coursera or guided readings
Week 5	Process Design and Analysis 6/9	Chapter 5	Discussion post, Coursera or guided readings
Week 6	Quality Management and Six Sigma 6/16	Chapter 6	Discussion post, Coursera or guided readings
Week 7	Supply Chain Strategy 6/23	Chapter 7	Midterm Case Study Managed by Q
Break 6/30			
Week 8	Inventory Management 7/7	Chapter 8	Managed by Q Case Review
Week 9	Lean Systems 7/14	Chapter 9	Discussion post, Coursera, guided readings
Week 10	Project Management 7/21	Chapter 10	Discussion post, Coursera, guided readings
Week 11	Forecasting Techniques 7/28	Chapter 11	Discussion post, Coursera, guided readings
Week 12	Aggregate Planning 8/3	Chapter 12	Technology Essay Discussion
Week 13	Materials Requirement Planning (MRP) 8/10	Chapter 13	Technology Essay Discussion
Week 14	Logistics 8/17	Chapter 14	Prepare for Final Essay
Week 15	Final Essay Exam 8/24	No reading	Submit Final Essay on operations analysis in class, 8/28