

Spring 2026

Meeting days: MW	Instructor title and name: Matt Boyne
Meeting times: 2:55-4:10	Phone: 7607158071
Meeting location: Fermanian 105	E-mail: mboyne@pointloma.edu
Final Exam: May 6 1:30-4:00	Office location and hours: 130 MWF 1100-1:00
Additional info:	Additional info:

Table 1 Course Information

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.

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 LEARNING OUTCOMES

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

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

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. [Tableau for Students](#) – Required for you to download on your own (free)
2. Student Subscription (also at Library): [WSJ Student Subscription](#)
3. [Operations Management in the Supply Chain](#) 2024 Release in Bookstore
4. [Agile, Lean, Six Sigma Management Tools](#) (Google Drive)
5. [Lean Six Sigma Pocket Toolkit](#)

Lomabooks Instructions for Students :

Note: For courses using materials available through Lomabooks

For both digital and print materials, please add these student instructions to your syllabus and Canvas Course. Prior to the start of class, the PLNU Bookstore will also be sharing student instructions in a standalone email on how to access their content.

*This course is part of our course material delivery program, **LomaBooks**. The bookstore will provide each student with a convenient package containing all required physical materials; all digitally delivered materials will be integrated into Canvas.*

You should have received an email from the bookstore confirming the list of materials that will be provided for each of your courses and asking you to select how you would like to receive any printed components (in-store pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your materials.

For more information about **LomaBooks**, please go: [HERE](#)

ASSESSMENT AND GRADING

Homework Points (60%)	<u>Sample</u> grade scale:	
Management Exit Exam 50 Points (5%)	A=93-100	C=73-76
In Class Quizzes 150 Points (15%)	A-=90-92	C-=70-72
Final Essay 200 (20%)	B+=87-89	D+=67-69
	B=83-86	D=63-66
	B-=80-82	D-=60-62
	C+=77-79	F=0-59

Table 2 Assignment Distribution and Grade Scale

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances. A 20% late penalty will be applied to late work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the [Traditional Undergraduate Records: Final Exam Schedules](#) site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those

exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

ARTIFICIAL INTELLIGENCE (AI) POLICY

APA Style: How to Cite ChatGPT

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc.) in this course as a source for learning, and not as a way of doing. People will not lose their job to AI, people will lose their jobs because they don't know how to manage AI. Use AI as secondary research, as a source for comparison, as a proof reader, and and as a way to brainstorm. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. Please use the appropriate sources from APA to guide your citations when using AI.!

LOMA WRITING CENTER

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're in the process of working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing sources, revising, editing for grammar and polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

Appointment Calendar: <https://plnu.mywconline.com/>

Website: <https://www.pointloma.edu/centers-institutes/loma-writing-center>

Email: writingcenter@pointloma.edu

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.

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

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the [Office of Spiritual Life and Formation](#).

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 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 [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

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 619-849-2533). 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. Professors are able to view a student's approved accommodations through Accommodate.

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 assure 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 accommodations.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. 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 drop date or, after that date, receive an “F” grade.

COURSE SCHEDULE AND ASSIGNMENTS

Week	Date	Topic	Brief Overview	Readings	Homework
1	Mon Jan 12	Course Kickoff + Shingo Intro	Shingo Principles overview; course structure; intro to peer instruction	<i>Shingo Model:</i> Intro + Guiding Principles	—
	Wed Jan 14	Shingo Guiding Principles	Respect for People, Humility, Flow & Pull	<i>Shingo Model:</i> Principles Chapters	—
2	Mon Jan 19	No Class - Holiday	—	—	—
	Wed Jan 21	Lean Thinking Foundations	Value, waste, flow, pull, perfection	<i>Lean Six Sigma Pocket Toolbox:</i> Lean Basics	—
3	Mon Jan 26	Six Sigma Basics	DMAIC, variation, problem framing	<i>Pocket Toolbox:</i> DMAIC Overview	HW #1 DMAIC + Define
	Wed Jan 28	VOC & CTQs	Translating customer needs into specs	<i>Pocket Toolbox:</i> VOC Tools	—
4	Mon Feb 2	Process Mapping	SIPOC, flowcharts, constraints	<i>Pocket Toolbox:</i> Process Mapping	HW #2 Measure
	Wed Feb 4	Root Cause Analysis	5 Whys, Fishbone, Pareto	<i>Pocket Toolbox:</i> RCA Tools	—
5	Mon Feb 9	Measurement Systems	Data types, measurement error	<i>Pocket Toolbox:</i> Measurement Tools	HW #3 Analyze
	Wed Feb 11	Basic Statistics	Variation, distributions, capability	<i>Pocket Toolbox:</i> Stats Basics	—
6	Mon Feb 16	Analyze Phase Tools	Regression, correlation, hypothesis basics	<i>Pocket Toolbox:</i> Analyze Tools	HW #4 Improve
	Wed Feb 18	Improve Phase Tools	Kaizen, 5S, mistakeproofing	<i>Pocket Toolbox:</i> Improve Tools	—
7	Mon Feb 23	Control Phase Tools	Control plans, SPC, sustaining gains	<i>Pocket Toolbox:</i> Control Tools	HW #5 Control
	Wed Feb 25	Shingo + LSS Integration	How Shingo reinforces DMAIC	<i>Shingo Model:</i> Systems + Culture	—

8	Mon Mar 2	Case Application Workshop	Apply Shingo + LSS to a minicase	Review prior readings	HW #6 Report
	Wed Mar 4	Transition to Project BiNational Pedal	Overview of secondhalf project	<i>Supply Chain for Startups: Intro</i>	—
9	Week of Mar 9 - No Class				
10	Mon Mar 16	Phase 1: Concurrent Engineering	Bike DNA, manufacturability, QFD	<i>SC for Startups: Product Definition</i>	HW #7 Journey Map and Job to Be Done
	Wed Mar 18	BOM + Design Constraints	Materials, CaliBaja capabilities	<i>SC for Startups: Early Design</i>	—
11	Mon Mar 23	Gate 1 Review	Pitch & Specs presentations	Review Phase 1 readings	—
	Wed Mar 25	Phase 2: Sourcing & Process Mapping	Supplier clusters, process maps, VSM	<i>SC for Startups: Sourcing</i>	—
12	Mon Mar 30	Value Stream Mapping	Currentstate mapping, waste	<i>SC for Startups: VSM</i>	HW #8 Value Stream Map
	Wed Apr 1	Supplier Selection	Scorecards, CaliBaja realities	<i>SC for Startups: Supplier Strategy</i>	—
13	Mon Apr 6	Gate 2 Review	Sourcing Map presentations	Review Phase 2 readings/MGT Exit Exam Prep	HW #9 MGT Exit
	Wed Apr 8	Phase 3: Transborder Logistics	Border flow	<i>SC for Startups: Logistics</i>	—
14	Mon Apr 13	Logistics Planning	Routing, warehouse interfaces, risk	<i>SC for Startups: Risk & Ops</i>	HW #10 Benchmark Dabbawallas
	Wed Apr 15	Gate 3 Review	Logistics Audit presentations	Review Phase 3 readings	—
15	Mon Apr 20	Distribution Strategy	DTC vs LBS, warehouse layout	<i>SC for Startups: Distribution</i>	HW #11 How would you route deliveries?
	Wed Apr 22	Reverse Logistics	Warranty, repairs, sustainability	<i>SC for Startups: Aftermarket</i>	—
16	Mon Apr 27	Gate 4 Review	GotoMarket presentations	MGT Exit	HW #12
	Wed Apr 29	FutureState VSM	Integrating the full system	<i>SC for Startups: Integration</i>	—
Final Exam	Week of May 4	Final Exam	Cumulative exam	—	Final Exam—

Table 3 Course Schedule and Assignments

1. Homework for weeks 1-10 will focus on a case study that is a Management Assessment exercise using a project management process known as DMAIC and Tableau for Data Visualization. The Homework will be used to build the case study and assessment week by week.
2. The homework for the second half of class will focus on the design and creation of a supply chain to deliver food in San Diego for the homeless population.
3. The Final Essay Exam will ask you to apply material from the class and analyze which firm, Amazon, Walmart or Target runs the best operation.