

Summer 2020 Online

Meeting days: Wednesday	Instructor title and name: Dr. Matthew Boyne
Meeting times: 5:30-8:15	Phone: 760.715-8071
Meeting location: Zoom or F2F when conditions allow	E-mail: mboyne@pointloma.edu
Final Exam: December 16, 2020	Office location and hours: Wednesdays 0800-1700 Virtual
Additional info:	Additional info: Hours as needed

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 applications-based course focuses on the execution of a firm’s value proposition via an operational strategy to exceed customer expectations. Topics include business 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 integration of information technology across the enterprise.

COURSE LEARNING OUTCOMES

On completion of this class, students achieve the following Course Learning Outcomes (CLOs).

You will:

- 1 Exhibit an understanding of operations management concepts and processes (PLO 1 & 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).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 14-weeks. Specific details about how the class meets the credit hour requirement are provided below.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Your required resources are:

1. [Operations Management in the Supply Chain: Decisions and Cases 8th edition](#)

Schroeder, R. G., & Goldstein, S. M. (2021). *Operations management in the supply chain: Decisions and cases*. New York, NY: McGraw-Hill

The 6th edition is about 85% common. The 7th edition 93%...give or take. Rentals are fine. Find the best fit for budget and professional needs and we'll make it work together. The older editions don't include as thorough a Lean section, and lack Industry 4.0 references. Amazon as a supply chain case is highlighted in the newest edition and the lessons in that supply chain case may be worth the additional cost.

2. [Student Digital Subscription Wall Street Journal](#)

Supplemental:

1. [The Goal: A Process of Ongoing Improvement](#)
2. [Lean Six Sigma Pocket Toolbook](#)

ASSESSMENT AND GRADING

Discussions: Two weekly discussion questions worth 20 points each, 40 points per week and 560 points or 56% of the grade. You will be asked to put yourself in the position of an operations manager in an actual problem. The intent is real practical application of theory. Each week there will be two discussion questions. Given the proven use of discussions, and as a way to achieve Course Learning Outcomes 1, 2, 3, 4, and 5), students will engage regularly and thoughtfully on the discussion boards. Please read and study the discussions before class. We will talk about the scenarios in class. The first post should be up by Saturday Midnight (your local Midnight if outside San Diego). The discussion will close the following Monday at Midnight (again your local time). There will be two topics for a discussion each week. Additional research to address the discussion

is needed, beyond just the questions asked. The readings each week, along with the lectures, need to be integrated.

Students will respond to the original question generally taking about 300 words and then engage at least once with colleagues for each question. Follow up posts need not be as long, in the 150-word range, but must remain on topic integrating theory into practical application. A rubric is provided in the Course Overview Module.

These are real case-based discussions so the teacher has to be integrated into the process using guiding questions to focus on learning outcomes. Anyone can respond to the teacher's questions and is encouraged to do so. APA format is not required, but sources must be acknowledged, such as "according to Miller on page 62".... Engagement in all 14 weeks of the discussion is essential to meet course-learning outcomes.

Foundation of Information Systems Leveling Module: 50 points or 5% of the grade. This is an MBA program requirement for our class:

You are required to take the Foundations of Information Management Systems course assignment leveling module. The time to complete the module is estimated at 6 to 9 hours, depending on your previous exposure to the subject.

To access the Foundations of Information Management Systems/ module, follow the on-screen instructions found at the following URL: <https://micro.peregrineacademics.com/pointloma>

The password for the module is: **PLNU-1001**

If you have any problems with the registration process, please visit Peregrine's technical support page at: <http://www.peregrineacademics.com/support>

To successfully complete the module, you must earn a minimum score of 80% on the module post-test. You are allowed to attempt the post-test twice. If you have not achieved a passing score (80%) after two attempts, you will be required to purchase a new module for \$39.00 and continue attempts until a passing score is achieved at the same URL:

<https://micro.peregrineacademics.com/pointloma>

The password for the retake module is: **PLNUPAY-1001**

This module is worth 5% of your total course grade. The deadline for completing the module is De. The percentage earned on the leveling module post-test will be translated into points earned in this course as follows:

Post-test Percentage	Points Earned in Course
95.00-100	50
90-94.99	45
85.00-89.99	40
80.00-84.99	35
<80.00	0

To successfully complete the module, you must earn a minimum score of 80% on the module post-test. You are allowed to attempt the post-test twice. If you have not achieved a passing score (80%) after two attempts, you will be required to purchase a new module for \$35.00 and continue attempts until a passing score is achieved.

This module is worth 5% of your total course grade. The deadline for completing the module is December 18, 2020. The percentage earned on the leveling module post-test will be translated into points earned in this course as shown in the table.

Weekly Homework: Each week there will be a short essay assigned for homework. The homework will need between 250-500 words to answer. The essays are designed to be integrated week by week to produce two deliverables. The first 8-weeks will focus on integration of Industry 4.0 technologies into an operation to increase value creation for customers. The second part of class will focus on research on history and best practice for Op Ex so you can create your own Op Ex Model. The 14 short essays will be 20 points each or 280 points, 28% of your grade. A Homework rubric is provided under the Course Introduction Module on Canvas.

Course Evaluation: 10 points will be awarded, 1% of the grade, if all students fill out the IDEA Course Evaluation.

Class Participation: 100 points or 10% of the grade will be assessed based on your contribution to our in-class discussions. A rubric is provided in the Course Overview Module. The intent is to come to class prepared to discuss our textbook readings for the week, the WSJ articles in the discussions and the thought leaders. We will learn together and in order to do so you have to help me find out what knowledge we need to acquire together. That comes with preparation on your part.

<p><u>Assignment by percentage:</u></p> <ul style="list-style-type: none"> ● Discussions 56% (560 points) ● Weekly Homework 28% (280 points) ● Leveling Module 5% (50 points) ● IDEA Eval Incentive 1% (10 Points) ● In Class Participation 10% (100 Points) <ul style="list-style-type: none"> ○ 1000 points in total 	<p><u>Sample grade scale:</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">A=93-100</td> <td style="width: 50%;">C=73-76</td> </tr> <tr> <td>A-=92-90</td> <td>C-=70-72</td> </tr> <tr> <td>B+=87-89</td> <td>D+=67-69</td> </tr> <tr> <td>B=83-86</td> <td>D=63-66</td> </tr> <tr> <td>B-=80-82</td> <td>D-=60-62</td> </tr> <tr> <td>C+=77-79</td> <td>F=0-59</td> </tr> </table>	A=93-100	C=73-76	A-=92-90	C-=70-72	B+=87-89	D+=67-69	B=83-86	D=63-66	B-=80-82	D-=60-62	C+=77-79	F=0-59
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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 under extremely unusual circumstances.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

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.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California.

<https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures>

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 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. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for

assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), 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 the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Since we'll be starting online, we'll use the online attendance policy. If the mode changes I'll send out new guidance. Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

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.

USE OF TECHNOLOGY

In order to be successful in the online 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 compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

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

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

Checklists establish a rhythm to work. Checklists level load the project so we engage in repeatable activities that we can assess and learn from. Lean management is checklist development, process mapping and value stream design. Here is a suggested weekly checklist for a schedule.

- Monday-Read discussion questions and embedded Wall Street Journal articles. Using the questions and articles, what knowledge do I need to develop for this week-**1 hour**
- Monday-Submit Homework for previous week and complete previous discussions
- Monday or Tuesday before class - Assigned readings, start with the chapter outline, ask do I need additional knowledge for the discussion questions? Then move to chapter summary. Then read the chapter focused on diagrams and bold text. - **1 hour**
- Wednesday class at 5:30 F2F or Zoom. A Zoom link will be provided each Sunday evening. Did you receive the Zoom link? Canvas has access as well. **2-hours**
- Thursday - Review class notes and re-read assigned readings. - **1 hour**
- Thursday - Answer both discussion questions integrating readings into analysis - **1 hour**
- Friday - Homework - **1 hour**
- Saturday - No later than, please post a response to each discussion with colleagues each post to follow by Monday - **1 hour**
- **Sunday - Rest and Worship**

All readings are from out text. Other sources needed are provided in links inside the Canvas Weekly Module.

1. Week One-September 2, 2020 Op Ex Defined Chapter 1
2. Week Two-September 9, 2020 Assigned Notes in Canvas on industry 4.0
3. Week Three-September 16, 2020 Lean Thinking Chapter 7
4. Week Four-September 23, 2020 Value Chain Design Chapter 7
5. Week Five-September 30, 2020 Operations Strategy Chapter 2
6. Week Six-October 7, 2020 Product Design Chapter 3
7. Week Seven-October 14, 2020 Service Process Chapter 5
8. Week Eight-October 21, 2020 Process Mapping and Improvement Chapter 6
9. Week Nine-Co-Curricular Week

10. Week 10-November 4, 2020 Quality Chapter 8
11. Week 11-November 11, 2020 Six Sigma Chapter 9
12. Week 12-November 18, 2020 Assigned Notes Lean Six Sigma
13. Week 13-November 25, 2020 Thanksgiving Break
14. Week 14-December 2, 2020 Matching Supply with Demand Chapter 11
15. Week 15-December 9, 2020 Inventory Chapter 14
16. Week 16-December 16, 2020 Supply Chain Chapter 16