

Spring 2021

Meeting days: Wednesday	Instructor title and name: Matt Boyne
Meeting times: 5:30-8:15	Phone: 760.715-8071 Cell
Meeting location: MV 316 or Zoom-Link will be provided on Canvas	E-mail: mboyne@pointloma.edu
Final Exam: 4/28/21	Office location and hours: FSB 130 Thursdays from 2:00 – 5:00
Additional info: Other Office Hours Wednesday in Mission Valley from 1:00-5:00	Other office 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 16-weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Schroeder, R. G., & Goldstein, S. M. (2021). *Operations management in the supply chain: Decisions and cases*. (8th ed.). New York, NY: McGraw-Hill (Please get the most recent edition in order to have up to date material)
2. Pande, P.S., Neuman, R.P. & Cavanaugh, R.R. (2014). *The six sigma way: How to maximize the impact of your change and improvement efforts* (2nd ed.). New York: McGraw Hill.
3. Cudney, E.A. & Kestle, R. (2011). *Implementing lean six sigma throughout the supply chain: The comprehensive and transparent case study*. New York: CRC Press.
4. The following is optional/supplemental: George, M. L. (2005). *The lean Six Sigma pocket toolbook: A quick reference guide to nearly 100 tools for improving process quality, speed, and complexity*. New York: McGraw-Hill.

ASSESSMENT AND GRADING

<p><u>Assignment</u> distribution by percentage:</p> <ul style="list-style-type: none"> • Weekly Homework – 600 Points (60%) • Course Final Exam – 250 Points (25%) • Information Systems Leveling Module – 50 Points (5%) • Recorded Video Presentation on Lean Case Study – 100 Points (10%) • Total 1000 Points for 100% • Extra Credit – 100 Points Extra (10%) 	<p><u>Sample</u> grade scale:</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. **No credit will be awarded for a late assignment, though feedback will be provided.** 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.

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.

Though we may meet by Zoom the class is considered Face-to-Face as far as attendance policy. Specific to our class:

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in 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. See [Academic Policies](#) in the Graduate and Professional Studies Catalog for additional detail.

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:

Workflow for BUS 6050 Spring 2021 Evening MBAs

Note: Readings are to be done after class, lectures will be devoted to specific topics to focus readings and maximize productivity. Homework is due before the start of the next class, so Homework for Week 2 will be due before Week 3's class begins. All homework will be from assigned readings and text. No additional research is intended. The workload, with 2:45 minutes

in class, will need around 6 hours for readings, homework and other assignments outside class. For 14-weeks, the intent is to have students engaged for 120 hours for a 3-credit course.

Class 1 (January 13):

- Course Structure, Assignments and Learning Objectives (Work Ready)
- Operations and Supply Chain Strategy
- Product Design
- After class read:
 - Assigned elements of Chapters 1-3 of *Operations Management in the Supply Chain*
 - *BYD Case Study* in text
 - Homework # 1 (50 Points)

Class 2 (January 20):

- Process Design, Analysis and Management
- After class read:
 - Assigned elements of Chapters 4 - 6 of *Operations Management in the Supply Chain*
 - *Sage Hill Case Study*
 - *Deere Skid-Steer Case*
 - *Eastern Gear-Job Shop*
 - Homework #2 (50 Points)

Class 3 (January 27):

- Lean Thinking and Quality Management
- After class read:
 - Assigned elements of Chapters 7-9 of *Operations Management in the Supply Chain*
 - *US Stroller Case*
 - Homework # 3 (50 Points)

Class 4 (February 3)

- Value Stream Mapping
- After class read assigned VSM handouts and *Westerville Physicians Case*
- Homework # 4 (50 Points)

Class 5 (February 10)

- Capacity and Scheduling
- After class
 - Read assigned topics from Chapters 10-13 of *Operations Management in the Supply Chain*
 - *Polaris Industries Case Study*
 - Homework # 5 (50 Points)

Class 6 (February 17):

- Inventory Management

After class read:

- Assigned elements of Chapters 14-15 of *Operations Management in the Supply Chain*
- *Southern Toro Case Study*

- Homework # 6 (50 Points)

Class 7 (February 24):

- Supply Chain Decisions and Management
- After class read:
 - Assigned elements of Chapters 16-18 of *Operations Management in the Supply Chain*
 - *Amazon Case Study*
- Homework #7 (50 Points)

Class 8 (March 3-Next Week is Co-Curricular Week)

- Introduction to Lean Six Sigma
- After class read
 - Chapters 1-11 *Six Sigma Way*
 - Chapters 1-3 *Lean Six Sigma in the Supply Chain*
- Homework #8 (50 points)

Class 9 (March 17)

- Define Phase of a Lean Six Sigma DMAIC Project
- After class read
 - Chapter 12 *Six Sigma Way*
 - Chapter 4 of *LSS in the Supply Chain*
- Homework #9 (50 Points)
- Case Study Recorded Analysis and Presentation due March 24, 2021 (100 Points)

Class 10 (March 24-Easter Holy Week Off Next Week))

- Measure Phase of LSS Project
- After class read
 - Chapter 13 *Six Sigma Way*
 - Chapter 5 *LSS in the Supply Chain*
- Homework #10 (50 Points)

Class 11 (April 8)

- Analyze Phase of a LSS DMAIC Project
- After class read
 - Chapter 14 *Six Sigma Way*
 - Chapter 6 *LSS in the Supply Chain*
- Homework # 11 (50 Points)

Class 12 (April 15)

- Improve Phase of a LSS DMAIC Project
- After class read
 - Chapter 15 *Six Sigma Way*
 - Chapter 7 *LSS in the Supply Chain*
- Information Systems Levelling Module Due April 22 – 50 Points

Class 13 (April 22)

- Control Phase of a LSS DMAIC Project
- After class read

- Chapter 16 *Six Sigma Way*
 - Chapter 8 *LSS in the Supply Chain*
 - Homework # 12 (50 Points)
- Class 14 (April 29)

- Exam Drawn from Homework, Open Source (250 Points)

Assignments

1. Weekly Homework-3-5 questions drawn from reading assignment and lecture topics requiring short essay answers and operational problems. The homework is designed to be a study guide for the Final.
2. The Final Exam will be drawn from the Weekly Homework and have 10 questions, each connected to a course learning objective. The Final Exam will be open source and will require 2 hours to complete.
3. The Information Systems Leveling Module is described below and is due April 22, 2021.
4. A Recorded Video Presentation is required and due March 24th. This is a 100-point exercise. Please choose from any case study found on this website that you find of professional interest: [Lean Case Studies](#). Please prepare 8 Power Point slides describing the case study, the problem, the selected solutions and the results. The presentation should be at least 10-minutes long, but no more than 15. Please wear professional business attire and be on screen, with the Power Point slides as reference, not the focus. The learning objective is to practice your professional presentation skills. Assume you are presenting to professional colleagues in a peer to peer learning opportunity. Please use Screen Cast-o-Matic or Youtube. Please submit your slides and your link. A rubric as to presentation grading will be available on Canvas.
5. If more than two classes are missed a 10% penalty will be assigned. If desired, an extra credit opportunity of 10% is available. The extra credit opportunity will be a 5-6 page professionally formatted summation of the lessons from the thought leader videos used in Canvas relative to operational excellence.

Foundations of Information Management Systems Course Assignment Leveling Module

- 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 April 22, 2021. 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
