

Spring 2021 (March 1 – June 8)

Meeting days: Tuesday & Thursday	Teacher: Matt Boyne
Meeting times: Tu and Th 11:00-12:15	Phone: 760.715-8071
Meeting location: FSB 103	E-mail: <a href="mailto:mboyne@pointloma.edu">mboyne@pointloma.edu</a>
Final Exam: Thursday 6/8-21 10:30-1:00 FSB 103	Office location and hours: FSB 130 Wednesdays from 10:00 to 3:00 (Please email or text to schedule. I'll work with you.)

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 becomes an expression of faith. Being of Wesleyan heritage, we aspire 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**

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

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 4).

## REQUIRED TEXTBOOKS AND RESOURCES

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1. Please acquire a digital subscription to the *Wall Street Journal*. The student subscription tends to be very affordable. If it costs more than \$5 a month you may be on the wrong website. You can also get digital access through the Ryan Library. Called WSJ in readings.
  2. *Operations Rules: Delivering Customer Value Through Flexible Operations*. Author: David Simchi-Levi. ISBN-978-0-262-01474-8. Called OR in readings. This book is available through our Library, no reason to buy this.
  3. *Lean Operations Management: Lecture Notes, Concepts and Exercises (2<sup>nd</sup> ed)*. Authors Daniel Tracy and Thomas C. Martin. ISBN-978-1-5249-8362-8. Book is called Lean Ops in our schedule. The best price I've found is at <https://he.kendallhunt.com/product/lean-operations-management-lecture-notes-concepts-and-exercises> ... outside our Bookstore. Bookstore has copies as well.
  4. *Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation*. Authors Karen Martin and Mike Osterling. ISBN-13 : 978-0071828918. Called VSM in readings. The book is available at the Bookstore. Used copies are fine.
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5. Over the first two months of class please watch and conduct further research on The Amazon Way at [https://www.youtube.com/watch?v=Rk2T\\_KULSQ&list=PLg-GJaDOxfTfaZEFdbmNly\\_3\\_3LIDFrdo](https://www.youtube.com/watch?v=Rk2T_KULSQ&list=PLg-GJaDOxfTfaZEFdbmNly_3_3LIDFrdo) .
  6. Over the second two months of class please watch and conduct further research on the Walmart Effect at <https://www.youtube.com/watch?v=aQKmgKn8R3I>
  7. Supplemental sources [Professor Bussom's Operations Management](#)
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## COURSE SCHEDULE AND ASSIGNMENTS

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Assignments:

**Class Participation (20%):** For each missed class 5% will be deducted. After 4 missed classes there is a risk you will be dropped from the class.

**Midterm and Final Exam (20% Each or 40% for Exams):**

There will be a take home midterm (5/2/2021) and an in-class final exam (in class 6/8/2021). These will each be worth 20% of your grade. The midterm will be a take home, while the final will be in class. Study guides and preparation sessions will be provided. The exams will be short essays, short case analysis and problems. The midterm will focus on constraint and process management. The final exam will focus on value stream mapping and the supply chain. All tests and quizzes are open source.

**Take Home Quizzes (10%):**

Over the class I will send out 5 take home quizzes for over the weekend work. The quizzes will build towards the Amazon and Walmart assignment as well as the final exam.

**Applied Research Project-Amazon versus Walmart (30%):**

APA format is required for this assignment in the final submission. There is an individual course long assignment studying Amazon and Walmart from an operations perspective. You may partner and share

as you like in preparation of the essay but the final submission must be your own work. If you are using a colleague's work as part of your submission, please cite accordingly.

The final submission is due on **June 5, 2021** by Midnight.

The assignment prompts:

Amazon versus Walmart ... Who is doing better managing their operation relative to customer value proposition? Why? What data and facts support your position?

You will need to do additional research of the companies using published literature such as the Wall Street Journal, Industry Week, Barons Bloomberg, McKinsey and the 24/7 Supply Chain site. Then, based upon the theory and analysis please recommend a company between Amazon and Walmart for a long term, say 10-year, financial investment given the operational information uncovered. Please ensure you are creating evidence-based arguments, focused upon theoretical application of information and data.

The analysis, evaluation with supporting literature and conclusion should be about 10 pages (not including title and references) and be in APA format:

1. Value Proposition
2. Alignment of operational strategy to value proposition
3. Matching products, markets and strategies
4. Procurement methods
5. Risk management
6. Information systems and management
7. Operational excellence
8. Operational flexibility
9. Sustainability
10. Resiliency

Management Content Exam (5% extra credit):

All Management majors are required to demonstrate knowledge of material expected of persons who graduate with a major in management. You are required to take a department exam that will be administered by the Fermanian School of Business (FSB) as a requirement in our Operations Management class. But, the exam will test your knowledge of material beyond that presented in this course to include organizational behavior and human resources. An exam day and time will be scheduled and communicated by Lauren Marshall, the Administrative Assistant to the Dean of the Fermanian School of Business. After the exam is administered, a grading scale will be developed by the FSB and points will be assigned depending on your performance on the exam. A total of 5% or 5 points is possible. It is imperative that you take this exam seriously and do your best. A poor score, relative to your peers, will result in a score significantly less than 5 points and will impact your overall grade for MGT 484. You will

be given a class off, on April 25th, 2018. If you are not a management major we will meet in class for a similar quiz worth 5% on April 25th. If you are a management major and don't attend the test then 5% will be deducted from your final grade.

### **Class Time Planning:**

The class is designed for 135 total hours of in class and outside work. The in-class portion is about 40 hours. The remaining 100 hours will be spread over outside work taking 6 hours a week. **For time and task planning:**

Read texts/cases/articles-4 hours

Work course long Amazon/Walmart evaluation-1 hour

Quizzes and study for tests-1 hour

### **INCOMPLETES AND LATE ASSIGNMENTS**

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All assignments must be submitted on the due date assigned. A 10% penalty will be assessed if one day late. A 20% penalty will be assessed if 2 days late, a 30% penalty if 3 or more days late. Incompletes will not be given except for emergency situations.

### **SPIRITUAL CARE**

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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 the [Office of Spiritual Development](#)

### **FINAL EXAMINATION POLICY**

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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.

### **PLNU COPYRIGHT POLICY**

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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**

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

## PLNU ACADEMIC ACCOMMODATIONS POLICY

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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.

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## PLNU ATTENDANCE AND PARTICIPATION POLICY

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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 Academic 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.

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 Academic Catalog for additional detail.

## **USE OF TECHNOLOGY** Ⓢ

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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](mailto: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.

### **Schedule for Readings and Case Studies**

Schedule, Readings and Topics for MGT 4084 Spring 2021

Class 1-March 4 (Th) Course Overview and Introduction - Chapter 1 Lean Operations

Class 2-March 9 (Tu) Operations Strategy - Chapter 2 Lean Operations

Class 3-March 11(Th) Forecasting – Chapter 3 Lean Operations

Class 4 March 16 (Tu) Products and Process – Chapter 4 Lean Operations

Class 5 March 18 (Th) Lean Operations – Ch 5 Lean Operations

Spiritual Renewal Week March 21-28

Class 6 March 30 (Tu) Supply Chain Management Chapter 6 Lean Operations

Class 7 April 1 (Th) Total Quality Management Chapter 7 Lean Operations

Easter Weekend

Class 8 April 6 (Tu) Statistical Process Control Chapter 8 Lean Operations

Class 9 April 8 (Th) Capacity Chapter 9 Lean Operations

Class 10 April 13 (Tu) Linear Programming Chapter 10 Lean Operations

Class 11 April 15 (Th) ) Facilities Chapter 11 Lean Operations

Class 12 April 20 (Tu) Waiting Line Systems Chapter 12 Lean Operations

Class 13 April 22 (Th) Push vs Pull Systems Chapter 13 Lean Operations

Class 14 April 27 (Tu) Work Design Chapter 14 Lean Operations

Class 15 April 29 (Th) Inventory Management Chapters 15-16 Lean Operations

Class 16 May 4 (Tu) Scheduling Chapter 17 Lean Operations

Class 17 May 6 (Th Project Management Chapter 18 Lean Operations

Class 18 May 11 (Tu) Introduction Value Stream Mapping – Chapters 1-3 Value Stream Mapping

Class 19 May 13 (Th) Value Stream Mapping – Chapters 4- 6 Value Stream Mapping

Class 20 May 18 (Tu) Theory of Constraints-Handout

Class 21 May 20 (Th) Theory of Constraints Case Study-Handout

Class 22 May 27 (Tu) Introduce Walmart and Amazon – Chapters 1-3 of Operations Rules

Class 23 May 29 (Th) Amazon and Walmart - Assigned Handouts

Class 24 Jun 1 (Tu) Process, Quality and Supply Chain Review

Class 25 Jun 3 (Th) Values Stream Map, Theory of Constraints, Amazon and Walmart Review

Class 26 June 8 Final Exam Tuesday from 10:30-1:00 PM

Rubric By Which Assignments Will Be Graded will be provided in class on Canvas.

## ASSESSMENT AND GRADING

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<ol style="list-style-type: none"><li>1. 5 Quizzes-10%</li><li>2. Two Exams - 40% (5/2 and 6/8/2021)</li><li>3. Class Participation Summary-20%</li><li>4. Amazon versus Walmart – 30%<ol style="list-style-type: none"><li>1. Please note...This assignment can be broken up into three parts:<ol style="list-style-type: none"><li>1. A rough draft submission covering management of human capital, value proposition, operational strategy, procurement and management of variation worth 10% (5/31/2021).</li><li>2. A rough draft submission covering risk, information systems, flexibility and business continuity worth 10% (6/3/2021).</li><li>3. An assembled paper addressing which firm will have a competitive advantage over the next</li></ol></li></ol></li></ol>	<p>Grade scale:</p> <table><tr><td>A=93-100</td><td>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
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												

10 years, worth 10%  
(6/8/2021).

5. Management Content Exam or  
Alternative Assignment (5%) Extra
6. Possible extra credit or missed class  
makeup (10%)-See Professor for book  
report on "*The Goal*".