

**Spring 2022**

<b>Meeting days:</b> Thursdays	<b>Instructor title and name:</b> Dr. Matthew Boyne
<b>Meeting times:</b> 5:30-8:15	<b>Phone:</b> 760.715-8071
<b>Meeting location:</b> Mission Valley	<b>E-mail:</b> <a href="mailto:mboyne@pointloma.edu">mboyne@pointloma.edu</a>
<b>Final Exam:</b> May 5, 2022	<b>Office location and hours:</b> Wednesdays 1300-1700 Virtual
<b>Additional info: Mission Valley Mondays and Thursdays 3:00-5:00 PM</b>	<b>Additional info: Other Office Hours as needed</b>

**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).
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## **COURSE SCHEDULE AND ASSIGNMENTS**

Please note, a 25% penalty will be assessed for all late work. I understand business trips come up, kids get sick, bosses come up with immediate action items; just call me as soon as you can. Absent communication about the unexpected circumstances, either before or up to a day after I'll assume the assignment was intentionally skipped and grade accordingly. For a graduate-level course that requires 7.5 (or more if behind) hours a week of your time, lateness just isn't a possibility absent prior planning and coordination, or an emergency. Please communicate with me appropriately.

**1) Foundations of Information Systems Management Leveling Module - 50 Points or 5% due April 22, 2022.** This is an MBA program requirement for our class. You may complete any time before then:

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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<sup>nd</sup>. 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.

**2) Two Operational Reports using the [A3 Format](#).** 100 points each. The first is due March 18<sup>th</sup> and the second is due April 29<sup>th</sup>. These are team assignments of 2-3 students. If you prefer working individually that is an option as well.

3) On , each team/individual will give an **Oral Report** on their A3 results on May 5<sup>th</sup>, for 100 Points.

4) The other assignment will be individual and focused on the development of an **Operational Excellence System** for a company of choice. If your company already has a system you may build on that, if you want to work on a company you'd like to learn more about that is fine or if you want to create an Op-Ex system for a company you plan to start that is great as well. If you are at a loss create an Op-Ex system for either the Quest Diagnostics or the PATA case studies' subject organization. This is unique and individual to each organization, which is why we have to consider the whole system of people, processes and technologies. Some organizations thrive on the jargon and terms in lean thinking or agile management. Some companies reject the complexity. Your choice of system and elements of that system will be driven by the companies value proposition, operational strategy, employee talents and skills, what works and history.

Attached to the assignment in Canvas you'll find examples of effective Operational Excellence Systems. My example is dated, I did it 25 years ago, but the flow and intent are still relevant. You can find a commercial example from the German software company, SAP, that gives a more modern look attached in Canvas, as well.

You may have to do additional study to see if your analysis of the company fits the company's culture. One topic many technology and financial service companies use is "OKRs". As an example, Objectives and Key Results works in companies that allow flexibility in training, resource

acquisition, processes and decision-making. So if you want to implement OKRs look at the details to be sure the right tool is being used in the right situation.

The Op-Ex System may follow this general flow-An abridged version is in Canvas:

1. Introduction-Company and background as far as value proposition and operational strategy (i.e. Amazon is choice with delivery as a value proposition, the operational strategy is based on fulfillment or Walmart would be Every Day Low Price for an operational strategy based on fulfillment). Tools...Hoshin Kanri, Management by Objectives, a Balanced Scorecard, Objectives and Key Results or Competitive Evaluation
2. Value Creation from the Clients Perspective: What is the current state as far as market feedback, customer satisfaction and performance as compared to KPIs? This is the “what is”? step based on data. One should be able to answer what are the greatest concerns as to the firm’s performance from the view of the customer/client/patient? What are the employees’ concerns as to value delivery to the client? What are the customers’ experiences telling you? Tools....Customer Experience Mapping and Design Thinking
3. Benchmark and Validate: Using the data from Step 1, identify the value stream and processes that are involved. Map the value stream first to identify waste and bottlenecks. Seek out the process in the value stream map that gives the greatest opportunity for improvement. Seek out a “best in class” example that you can study. As an example if the value stream shows that delays are caused at the loading docks you might study Walmart’s cross-docking process. Or if the value chain shows that the biggest waste is caused by uncertain customer arrival time you could study how Panera manages that problem? Tools...value stream map and process improvement, Theory of Constraints. This is the Define Phase from Lean Six Sigma Tools.
4. Evaluate and Quantify: This is the Measure and Analyze Phase from the Lean Six Sigma Tool Book. This step looks at the data to determine the cause of the problem and identify opportunities for improvement using Lean Thinking’s Pareto Method, Root Cause Analysis and Solution Selection. Use TWI’s Job Methods is designed to address these problems as are kaizen events and the 8D Problem Solving Method.
5. Simplify and Standardize: Use Lean Thinking, TWI and the DMAIC Method to remove wasted steps and standardized the new right way. Use TWI’s Job Methods, Job Instruction along with Kaizen to develop the new “right way” for the customer experience.
6. Create the “Future State”: Use the TWI Methods to build the new process with the employees, by the employees and for the employees. Then, when the technology builds the productivity of the employees automate with process automation, analytics, Industry 4.0 or other technologies that build the productivity of the entire system.
7. Manage the Change: Use change management to explain the what, how, who, where and why of the new system of people, process and technology. Employ the principles of knowledge management and information sharing from TWI, Toyota Kata and the A3 Method to create consistency throughout the culture. Be sure the right information is available to the right people at the right time to make the right decisions. Be sure the technology is easy to use and makes work more productive. Use this point for experimentation and feedback as to what is working and what needs further experimentation.
8. Monitor and Measure: Put the new systems into work and continuously measure against expected KPIs, market feedback and employee improvement opportunities with kaizen.

Seek out bottlenecks and look for variation in the processes. Measure time, cost and quality in all work, not just cost alone. This is the Control phase from DMAIC.

9. Summary of the effort.

This assignment will have draft submissions opportunities for continuous feedback. The final submission will include a short, 2-minute, video summary to assess executive presence and presentation. The total points for this assignment will be 250 points.

**REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES**

1. [The Goal: A Process of Ongoing Improvement. \(\\$5\)](#)
2. [Student Digital Subscription to WSJ](#) (cost \$4.50 per month)
3. [A3 Templates](#) (free)
4. [Darden BUS 6050 Course Pack](#) (\$40)
5. [The Kepner Tregoe New Rational Manager](#) (\$5)
6. [Value Stream Mapping](#) (\$15)
7. Through our Library (free): [Redefining Operational Excellence](#)
8. Optional: [Operational Excellence: Breakthrough Strategies for Improving Customer Experience and Productivity \(Links to an external site.\)](#)

**ASSESSMENT AND GRADING**

<u>Assignment by percentage:</u>	<u>Sample grade scale:</u>	
<ul style="list-style-type: none"> <li>● Quest Diagnostics Team report (100 points)</li> <li>● PATA Team Report (100)</li> <li>● Final Team Report in Class (100 points)</li> <li>● Operational Excellence Assignment (250 points)</li> <li>● Information Leveling (50 points)</li> <li>● Weekly Homework (400 points)</li> <li>● 1000 points in total</li> </ul>	A=93-100 A-=92-90 B+=87-89 B=83-86 B-=80-82 C+=77-79	C=73-76 C-=70-72 D+=67-69 D=63-66 D-=60-62 F=0-59

**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. There are resources

for your Christian faith journey available at the [Graduate & Professional Student Spiritual Life web page](#). For Mission Valley students, 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**

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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 the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

### **PLNU ACADEMIC ACCOMMODATIONS POLICY**

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PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

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 and/or if they do not wish to utilize some or all of the elements of their AP in that course.

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.

### **PLNU ATTENDANCE AND PARTICIPATION POLICY**

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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.

Professor's note: 10% = 2 classes, 20% = 3 classes.

## USE OF TECHNOLOGY

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In order to be successful in your course, 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 for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) 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.

## FINAL EXAMINATION POLICY

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Successful completion of this class requires completing the final essay **on its scheduled day**.

Professor's note: Early submission for rough draft feedback on all assignments is encouraged.

## COURSE SCHEDULE AND ASSIGNMENTS (Spring and Easter Break Dates are Included)

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Fri Jan 14, 2022	Assignment <a href="#">Academic Honesty Verification Statement</a> Assignment <a href="#">Week One Homework</a>
Fri Jan 28, 2022	Assignment <a href="#">Week Three Homework</a>
Fri Feb 4, 2022	Assignment <a href="#">Week Four Homework</a>
Fri Feb 11, 2022	Assignment <a href="#">Week Five Homework</a>
Fri Feb 18, 2022	Assignment <a href="#">Week Six Homework</a>
Fri Feb 25, 2022	Assignment <a href="#">Week Seven Homework</a>
Fri Mar 4, 2022	Assignment <a href="#">Week Eight Homework</a>
Fri Mar 18, 2022	Assignment <a href="#">Week 10 Team Submission - Quest Diagnostics A3 Report</a>
Fri Mar 25, 2022	Assignment <a href="#">Week 11 Homework Rough Draft Sections 1-2 of the Course Long Operational Excellence Assignment</a>

- Fri Apr 1,  
2022      Assignment [Week 12 Homework](#)
- Fri Apr 8,  
2022      Assignment [Week 13 Draft Submission Adding Sections 3 and 4 to the Operational Excellence Assignment](#)
- Fri Apr 22,  
2022      Assignment [Week 14 Informations Systems Levelling Module Due April 22, 2022](#)
- Fri Apr 29,  
2022      Assignment [Week 15 - Submit PATA A3 Report with DMAIC Flow](#)
- Thu May 5,  
2022      Assignment [PATA A3 In-Class Team Presentation - Please be sure to be here](#)
- Fri May 6,  
2022      Assignment [Final Submission Operational Excellence Assignment May 6, 2022](#)