

Spring 2022

Meeting days: Tuesday & Thursday	Teacher: Matt Boyne
Meeting times: 102	Phone: 760.715-8071
Meeting location: FSB 1100-1215	E-mail: mboyne@pointloma.edu
Final Exam: Thursday 5/5 10:30-1:00 PM	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 Texts and Recommended Resources

1. [Operations Rules by Simchi-Levi \(Links to an external site.\)](#). The book is free via our electronic library, requires a sign in. Or you may purchase at [Better World Books \(Links to an external site.\)](#), Amazon, etc.
2. [Operations Management in the Supply Chain Decision and Cases \(Links to an external site.\)](#). Roger Schroeder and Susan Meyer Goldstein. Called OM in readings. 8th Copyright 2021. Please be sure to get the correct edition. The final case study will be on Amazon on page 489 and some of the older editions don't have it. ISBN10: 1260368106 ISBN13: 9781260368109
3. Ton, Z. (2014). [The Good Jobs Strategy: How the smartest companies invest in employees to lower costs and boost profits \(Links to an external site.\)](#). Boston: New Harvest.
4. Student Subscription to the [Digital Wall Street Journal](#)
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 .
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. Videos you may wish to use as supplemental sources [Professor Bussom's Operations Management](#) and [MIT Lean Six Sigma](#).

Assessments and Grading

<ul style="list-style-type: none"> • Homework 650 Points • Midterm 100 Points • Final 100 Points • Amazon and Walmart 150 Points 	<u>Sample grade scale:</u>	
	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	

Applied Research Project-Amazon versus Walmart (15%):

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 **May 2, 2022** by Midnight.

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% as “one homework” assignment for management majors):

Friday, April 24th (2pm - 4pm)

Saturday, April 25th (9am - 11am)

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 Justine, the Operations Manager for 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 50 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 50 points and will impact your overall grade for MGT 4084. **You will be given a class off and missed homework, around that time.** If you are not a management major we will meet in class as scheduled with homework. If you are a management major and don't attend the test then 5% will be deducted from your final grade.

INCOMPLETES AND LATE ASSIGNMENTS

A 25% penalty could be assessed for any late work. 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.

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 the [Office of Spiritual Development](#).

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](#) 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. 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 619-849-2486). 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

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 the appropriate grade for their work and participation.

USE OF TECHNOLOGY

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

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

Mon Jan 17, 2022	Assignment Homework # 1
Mon Jan 24, 2022	Assignment Homework # 2
Mon Jan 31, 2022	Assignment Homework # 3 Amazon and Walmart First Draft
Mon Feb 7, 2022	Assignment Homework # 4
Mon Feb 14, 2022	Assignment Homework # 5
Mon Feb 21, 2022	Assignment Homework #6
Mon Feb 28, 2022	Assignment Homework # 7
Fri Mar 4, 2022	Assignment Homework #8 March 4, 2022 Amazon and Walmart Part 3 (50 points)- Friday Night Difference
Thu Mar 17, 2022	Assignment Homework #9 March 21, 2022 Take home mid-term (100 points)
Mon Mar 28, 2022	Assignment Homework #10 March 28, 2022 Good Jobs Strategy (50 points)

- Mon Apr 4,
2022 Assignment [Homework #11 April 4, 2022 Amazon and Walmart Part 4 \(50 Points\)](#)
- Mon Apr 11,
2022 Assignment [Homework # 12 April 11, 2022 Scheduling Case Study at Polaris](#)
- Mon Apr 25,
2022 Assignment [Homework #13 April 25, 2022 Amazon and Walmart Part 5 Plus Summary \(50 points\)](#)
- Sun May 1,
2022 Assignment [Management Exit Exam](#)
- Mon May 2,
2022 Assignment [Amazon and Walmart Submission May 2, 2022](#)
- Thu May 5,
2022 Assignment [Final Exercise Amazon case study from text book page 489 May 5, 2022 10:30-1:00 PM \(150 points\)](#)