Fall 2022

Meeting days: Monday Note-No Class on 9/5 for Labor Day, 1st week online but there is class 11/21 Thanksgiving week	**Professor:** Matt Boyne
Meeting times: 5:30-8:15	**Phone:** 760.715-8071
Meeting location: MV 315	**E-mail:** mboyne@pointloma.edu
Final Exam: Last class December 12, 2022	**Office location and hours:** Mondays and Tuesdays 1500-1700, Wednesdays and Thursdays 1300-1700 in MV
Additional info: Class will be held on Monday 11/21/2022	**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 SCHEDULE AND ASSIGNMENTS

Please note, **no late work will be accepted absent an emergency or prior coordination.** 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 with a 0. 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 by the end of the week 2, September 11, 2022 -** 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 September 11th by Midnight. 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 $39.00 and continue attempts until a passing score is achieved.

2) 4 short case study homework assignments-These short cases will be articles from the WSJ in conjunction with readings. Each short case will take about 3 hours of individual work and be worth 100 points each. The assignments will be due at the end of Weeks 4, 7, 10 and 13.

3) Long Case Study and A3 Report – The case study will be provided on Canvas and asks analysis of process improvement at the Massachusetts General Hospital. The assignment asks for analysis using a Lean Method and Tool known as A3 Thinking. The assignment will be worked on frequently in class applying lessons from "The Goal", "Operational Excellence" and "The High Velocity Edge". The assignment is worth 200 Points for the case study analysis and 150 points for a Visio process map.

4) Class participation worth 200 points.
How do I get all 200 points?

1. Don't miss more than 1 class for any reason other than Covid. If an emergency comes up and you have to miss a couple classes, you can attend Office Hours for credit/makeup.
2. Don't be late by more than a couple minutes more than 3 times. The 4th is the one that costs you.
3. At the start of every class I'll ask…"What have you read about the supply chain, logistics, technology, Lean, design thinking or process improvement this week?" For 10 times over class you volunteer and say…"This week I read about the integration of (topic) from the WSJ Logistics report. I think this is interesting because (your view)." Take 2-3 minutes just reflecting and pointing out why this idea is of use. Then I'll ask some questions for a full class discussion intending to connect Op-Ex theory into practical examples.

For the class conversation over the first 30-60 minutes, periodically, at a frequency that fits your schedule please go to these links and find something that inspires interest 10 times. You can pick one source and do a deep dive, you can skip around, you can set up a flow based on your own

professional development…whatever works for you…just bring in an idea 10 times. Please limit your comments to 2 times a class though for your colleagues. No Power Point, no stand up…just talk:

[Industry Week](#)

[McKinsey and Operations](#)

[All About Lean](#)

[WSJ Logistics Report](#)

[The Shingo Institute of Operational Excellence](#)

[Supply Chain 24/7](#)

Midterm feedback will be provided. Class participation will be assessed by:

- Punctuality. Is the student on time for every class showing the Fermanian Value of Commitment? If late, by more than a couple minutes 4 times; 50 points will be deducted.
- Attendance. Are the University's policies of absences and attendance adhered to? If missing 2 classes, and Zoom does not count for onsite classes, for any reason 50 points will be deducted. 3 classes will result in a 100 point deduction. The 4th miss will cause a loss of 200 points. Only Covid can count as an excused absence if following the University policy. No makeup opportunity exists for the 4th miss.
- Professionalism per Fermanian Values. Is the student engaged in the material, using electronic resources properly, fully present in the class, and contributing to the body of knowledge we are developing as a class? Professionalism in engagement is defined as contributing in person, with comments, questions, professional articles and alternative perspectives 10 times over the semester.
- Excellence per Fermanian Values. Are questions, comments, positions and effort in line with standards of Excellence as stated in the Fermanian Values of Respect?

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES-Used are fine

1. [The Goal: A Process of Ongoing Improvement.](#)

2. [The High Velocity Edge](#)

3. [Operational Excellence: Breakthrough Strategies for Improving Customer Experience and Productivity (Links to an external site.)-Be sure to get the 2021 edition](#)

4. Software used is available at PLNU for free, Visio.

5. Please get a student digital subscription to the Wall Street Journal for $4 per month at [Student Digital Subscription for the WSJ (Links to an external site.)](#) ([https://store.wsj.com/shop/us/us/wsjstudentfinals21/?trackingCode=aaqw57q6&cid=WSJ_AFF_OPP_ACQ_NA&n2IKsaD9=n2IKsaD9&Pg9aWOPT=Pg9aWOPT&Cp5dKJWb=Cp5dKJWb&APCc9OU1=APCc9OU1&referralCode=PROFq9ft (Links to an external site.)](#))

6. This is the Massachusetts General Case Study.
(https://canvas.pointloma.edu/courses/64335/files/search?preview=5600485&search_term=PA
TA).

7. Supplemental-The following text is the foundation for analytics in the supply chain and explains
the science behind which "The Goal" is based on. I will lecture on these topics as part of each class
and they will be useful in homework and case studies but the book is Optional-Factory Physics for
Managers (if you want to do a deep dive into supply chain science) (Links to an external site.)

ASSESSMENT AND GRADING

Assignment by percentage:	Sample grade scale:	
● Information Leveling 5% (50 points) ● 4 Case Study Homework Assignments (400 Points) ● Mass General PATA case analysis (200 Points) ● 1 Visio Process Map of PATA (150 Points) ● Class Participation (200 Points) ● 1000 points in total	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.

FINAL EXAMINATION POLICY

Successful completion of this class requires completing the final essay **on its scheduled day**. Early
submission for rough draft feedback on all assignments is encouraged.

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

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

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.

SEXUAL MISCONDUCT AND DISCRIMINATION

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix .

COURSE MODALITY DEFINITIONS

1. In-Person: Course meetings are face-to-face with no more than 25% online delivery.

2. Online: Coursework is completed 100% online and asynchronously.

3. Online Synchronous: Coursework is completed 100% online with required weekly online class meetings.

4. Hybrid: Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face MBA Courses:

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 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 – Readings should be done before class. Each week the outside work should take 5-6 hours

Class 1 August 29, 2022 – No Synchronous Class. Please begin the Information Systems Levelling Module (5 Hours) – 50 points due September 11th.

Class 2 September 5, 2022 – No class, Labor Day. No assigned readings. Module due September 11th.

Class 3 September 12, 2022 – Read Chapter 1 of *Operational Excellence* (OE), Chapters 1-6 of *The Goal* (TG).

Class 4 September 19, 2022 – Read Chapter 2 of OE and Chapter 7-13 of TG. The first homework is due 9/25.

Class 5 September 26, 2022 – Read Chapter 3 of OE and Chapters 14-19 of TG

Class 6 October 3, 2021 – Read Chapter 4 of OE and Chapters 20-24 of TG.

Class 7 October 10, 2022 – Read Chapter 5 of OE and Chapters 25-29 of TG. Second homework is due 10/16.

Class 8 October 17, 2022 – Read Chapter 6 of OE and finish TG.

Class 9 October 24, 2022 – Read Chapter 7 of OE and the Massachusetts General Case Study. 3rd homework is due 10/30.

Class 10 October 31, 2022 – Read Chapter 8 Operational Excellence and Chapters 1-2 of HVE.

Class 11 November 7, 2022 – Read Chapter 9 Operational Excellence and Chapters 3-4 of HVE.

Class 12 November 14, 2021 – Read Chapter 10 OE and Chapters 5-6 of HVE. Submit 4t homework on 11/20.

Class 13 November 21, 2021 – Read Chapter 11 OE and Chapters 7-8 of HVE.

Class 14 November 28, 2021 – Read Chapter 12 OE and Chapters 9-10 of HVE.

Class 15 December 5, 2022 – Read Chapters 13 of OE and Chapters 11-12 of HVE.

Class 16 December 12, 2022 – Read Chapters 14 of OE. Submit PATA and Visio assignments by 12/12.