

**Spring 2023**

<b>Meeting times:</b> 5:30-8:15 Thursday	<b>Phone:</b> 760.715-8071
<b>Meeting location:</b> MV 314	<b>E-mail:</b> <a href="mailto:mboyne@pointloma.edu">mboyne@pointloma.edu</a>
<b>Final Exam:</b> Last class May 4, 2023 (University Required Attendance)	<b>Office location and hours:</b> Mondays and Fridays 1500-1700 FSB, Wednesdays 1300-1700 in MV
<b>Additional info: Available in MV T/Th from 3:00-5:00</b>	<b>Additional info: 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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### REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Please get this edition and version of our primary text book: [Operations Management and the Supply Chain: The Core](#). If you get the wrong edition you won't get the most up to date methods for Operations, and you won't be able to answer some of the homework assignments.
2. You may get any edition of [The Goal](#).
3. and the [Lean Six Sigma Pocket Tool Book](#).
4. Please use this link to get a [digital subscription to the WSJ](#).
5. Lecture Sources:
  - a. [Industry Week](#)
  - b. [McKinsey and Operations](#)
  - c. [All About Lean](#)
  - d. [WSJ Logistics Report](#)
  - e. [The Shingo Institute of Operational Excellence](#)
  - f. [Supply Chain 24/7](#)

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### ASSESSMENT AND GRADING

<u>Assignment</u> by percentage:	<u>Sample</u> grade scale:	
● Information Leveling 5% (50 points)	A=93-100	C=73-76
● 5 Homework Assignment Cases 65% (650 Points)	A-=92-90	C-=70-72
● Midterm 15% (150 Points)	B+=87-89	D+=67-69
● Final 15% (150 Points)	B=83-86	D=63-66
● 1000 points in total	B-=80-82	D-=60-62
	C+=77-79	F=0-59

**1) Foundations of Information Systems Management Leveling Module - 50 Points or 5% due by the end of the week 2, January 22, 2023** - This is an MBA program requirement for our class:

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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 end of Week 2 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) 5 short case study homework assignments**-These short cases will be articles from the WSJ in conjunction with readings from the textbook. Each short case will take about 3 hours of individual work and be worth 150 points each. The assignments will be due at the end of Weeks 4, 7, 10 and 13.

3) Midterm and Final.

### **INCOMPLETES AND LATE ASSIGNMENTS**

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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. Any late assignment may be subject to a 25% penalty.

### **SPIRITUAL CARE**

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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.

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## **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](http://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](mailto:counselingservices@pointloma.edu) or find a list of campus pastors at [pointloma.edu/title-ix](http://pointloma.edu/title-ix).

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## **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.

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## **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.

Note: The second missed class may result in 50 points being deducted from the final grade, the third 150 points and the 4<sup>th</sup> 250 points unless University excused absences. Late arrivals to class should be avoided out of professional courtesy, please.

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## **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.

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**COURSE SCHEDULE AND ASSIGNMENTS – Readings should be done before class. Each week the outside work should take 5-6 hours**

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Class 1 January, 2023 – No Synchronous Class. Please begin the Information Systems Levelling Module and complete the short homework. (2.5 Hours) – 50 points due September 11<sup>th</sup>.

Class 2 January 19, 2023 – Information Systems Module Due.

Class 3 January 26, 2023 – Read Chapter 1 of *OSCM* and Chapters 1-6 of *The Goal* (TG).

Class 4 February 2, 2023 – Read Chapter 2 of *OSCM* and Chapter 7-13 of TG.

Class 5 February 9, 2023 – Read Chapter 3 of *OSCM* and Chapters 14-19 of TG

Class 6 February 16, 2023 – Read Chapter 4 of *OSCM* and Chapters 20-24 of TG.

Class 7 February 23, 2023 – Read Chapter 5 of *OSCM* and Chapters 25-29 of TG.

Class 8 March 2, 2023 – Read Chapter 6 of *OSCM* and finish TG. Midterm.

Break

Class 9 March 16, 2023 – Read Chapter 7 of *OSCM* and the Massachusetts General Case Study.  
Lean Six Sigma-Define

Class 10 March 23, 2023 – Read Chapter 8 *OSCM* and Measure Phase.

Class 11 March, 30 2023 – Read Chapter 9 *OSCM* and Analysis Phase.

Class 12 Easter

Class 13 April 13, 2023 – Read Chapter 10 and 11 *OSCM*.

Class 14 April 20, 2023 – Read Chapter 12 and 13 *OSCM*.

Class 15 April 27, 2023 – Read Chapters 14-16 of *OSCM*. Workshop DMAIC Process.

Class 16 May 4, 2023 – Final Exam.