

Spring 2023

Meeting days: Tuesday & Thursday	Teacher: Matt Boyne
Meeting times: T and Th 1100-1215	Phone:
Meeting location: FSB 102	E-mail: <a href="mailto:mboyne@pointloma.edu">mboyne@pointloma.edu</a>
Final Exam: Tuesday 5/2 10:30-1:00 PM	Office location and hours: FSB 130 Mondays and Fridays from 8:00 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

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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. 8<sup>th</sup> 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. Student Subscription to the [Digital Wall Street Journal](#)
4. 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-GJaDOxTfaZEFdbmNly\\_3\\_3LIDFrdo](https://www.youtube.com/watch?v=Rk2T_KULSQ&list=PLg-GJaDOxTfaZEFdbmNly_3_3LIDFrdo).
5. 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>
6. 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"><li>• Homework (12) 60% 600 Points</li><li>• Midterm 10% 100 Points</li><li>• Final 15% 150 Points</li><li>• Amazon and Walmart 15% 150 Points</li><li>• Management Exit Exam 5% 50 Points (Substitutes for 1 Homework) (4/21 or 4/22)</li></ul>	<u>Sample grade scale:</u>  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
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### **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 April 30, 2023 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 Exit Exam** (5% as “one homework” assignment for management majors):

These Times May Change: Friday, April 21st or Saturday, April 22<sup>nd</sup>

Look out for an email from Alondra with details.

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 Alondra, 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

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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

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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](#).

#### 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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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.

#### SEXUAL MISCONDUCT AND DISCRIMINATION

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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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#### PLNU ATTENDANCE AND PARTICIPATION POLICY

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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.

#### 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.

#### COURSE SCHEDULE AND ASSIGNMENTS

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Week 1 – 1/9	Chapter 1 – Introduction to Operations	Homework due 1/15
Week 2 – 1/16	Chapters 2 Operations Strategy and Customers	Homework due 1/22
Week 3 – 1/23	Chapters 3 and 4 Processes and Product Development	Homework due 1/29
Week 4 – 1/30	Chapter 5 Service Process	Homework due 2/5
Week 5 – 2/6	Chapter 6 Process Analytics	Homework due 2/12
Week 6 – 2/13	Chapter 7 Lean Systems	Homework due 2/19
Week 7 – 2/20	Chapter 7 Lean Systems – Value Stream	Homework due 2/26
Week 8 – 2/27	Chapter 8 – Intro to Quality	Homework due 3/5
Week 9 – 3/6	Break	
Week 10 – 3/13	Chapter 8 - Quality	Midterm due 3/19
Week 11 – 3/20	Chapter 9 – Lean Six Sigma	Homework due 3/26
Week 12 – 3/27	Chapters 10 and 11 Information Systems	Homework due 4/2
Week 13 – 4/3	Chapter 12 – Inventory (No class Thursday-Easter)	
Week 14 – 4/10	Chapter 13 – Project Management	Homework due 4/16

Week 15 - 4/17	Chapters 14 and 15 Logistics, Distribution and Supply Chain	Homework due 4/23 – Likely Management Exit Exam
Week 16 - 4/23	Chapter 16 – Global Sourcing and Final Review	Amazon and Walmart Assignment due 4/30
Finals Week	Tuesday May 2 <sup>nd</sup> 1030 RM 102	Final Exam

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