

**Summer 2023**

<b>Meeting days:</b> Mondays at 6PM	<b>Instructor title and name:</b> Pete Thurman DBA
<b>Meeting times:</b> 6PM	<b>Phone:</b> (858) 705-5711
<b>Meeting location:</b> Southwestern College Room	<b>E-mail:</b> pthurman@pointloma.edu
<b>Final Exam:</b> N/A	<b>Office location and hours:</b> TBD

**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 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**

Upon completion of this course, students will be able to:

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).

### **COURSE CREDIT HOUR INFORMATION**

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 8 weeks.

The estimated time expectations for this course are shown below:

<b>Course Assignments</b>	<b>Pre-Course Hours</b>	<b>Course Hours</b>	<b>Post-Course Hours</b>
Weekly Discussions	--	25	--
Reading & Reading Summaries	--	45	--
Weekly assignments for final project, case studies, & final exam	--	50	--
<b>Total Course Hours</b>	<b>120</b>		

### **REQUIRED TEXTS AND RECOMMENDED STUDY 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](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.

### **ASSESSMENT AND GRADING**

#### **Activities and Point Distribution**

Activity	Points
Homework	600
Midterm	100
Peregrine Management Advanced Topic Exit Exam	50
Final	100
Final Amazon and Walmart Case Study Project	150
<b>Total Points</b>	<b>1000</b>

### **Points will be converted to grades as follows**

Points	Grade	Points	Grade
930-1000	A	730-769	C
900-929	A-	700-729	C-
870-899	B+	670-699	D+
830-869	B	630-669	D
800-829	B-	600-629	D-
770-799	C+	0-599	F

### **INCOMPLETES AND LATE ASSIGNMENTS**

All assignments are to be submitted/turned in when they are due. In general, a grade of 0 will be assigned to any work submitted late (as indicated in Canvas) without prior arrangement. 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.

### **COURSE CREDIT HOUR INFORMATION**

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

## **STATE AUTHORIZATION (FOR FULLY ONLINE COURSES ONLY)**

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State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

## **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 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 **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), 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. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [ADC Academic Policies in the Graduate and Professional Studies Catalog](#). If absences exceed these limits but are due to university excused health issues, an exception will be granted.

***Asynchronous Attendance/Participation Definition:*** A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor.

## **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 Exam 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

The 'official' and up-to-date schedule of all activities will be on the Canvas website. Make sure to check this regularly.

Week	Readings	Topics
1: MONDAY, MAY 8 <sup>TH</sup> Sunday, May 14 <sup>th</sup>	Calendar Event Weekly BMG4084_SU23 Online Session Assignment Homework # 1	6pm to 8:30pm due by 11:59pm
2: MONDAY, MAY 15 <sup>TH</sup> Sunday, May 21 <sup>st</sup>	Calendar Event Weekly BMG4084_SU22 Online Session	6pm to 8:30pm
3: MONDAY, MAY 22 <sup>ND</sup> Sunday, May 28 <sup>th</sup>	Assignment Homework # 2 Calendar Event Weekly BMG4084_SU22 Online Session	due by 11:59pm 6pm to 8:30pm
4: MONDAY, MAY 29 <sup>TH</sup> NO CLASS MEMORIAL DAY SUNDAY, JUNE 4 <sup>TH</sup>	Assignment Homework # 3 Amazon and Walmart First Draft Highlighted Topics Due Online Lecture for Memorial Day Holiday	<b>Due by 11:59pm</b>
5: Sun Jun 4 Mon Jun 5	Assignment Homework # 4 Read Chapters 3 - 5 of The Good Jobs Strategy Calendar Event Weekly BMG4084_SU22 Online Session	due by 11:59pm 6pm to 8:30pm
6: Sun Jun 11 Mon Jun 12	Assignment Homework #6 Amazon and Walmart 2nd Section Added On to Previous Calendar Event Weekly BMG4084_SU22 Online	due by 11:59pm 6pm to 8:30pm
7: SUN JUN 18 Mon Jun 19	Assignment Homework # 7 Calendar Event Weekly BMG4084_SU22 Online	due by 11:59pm 6pm to 8:30pm
8: Sun Jun 25 Mon Jun 26	Assignment Homework # 8 Lean Thinking Chapter 7 Operations Lean Thinking and Lean Systems Assignment Homework # 8 Lean Case Study Calendar Event Weekly BMG4084_SU22 Online	due by 11:59pm 6pm to 8:30pm

9: Sun July 2 <sup>nd</sup> Mon July 3 <sup>rd</sup>	Assignment Homework #8 July 3, 2022 Amazon and Walmart Part 3 (50 points) Calendar Event Weekly BMG4084_SU22 Online	due by 11:59pm  6pm to 8:30pm
10: Sun July 9 <sup>th</sup> Mon July 10	Assignment Homework #9 July 10, 2022 Take home mid-term (100 points) Calendar Event Weekly BMG4084_SU22 Online	due by 11:59pm  6pm to 8:30pm
11: Sun July 16 <sup>th</sup> Mon July 17	Assignment Homework #10 July 16, 2022 Rework,= Calendar Event Weekly BMG4084_SU22 Online	due by 11:59pm 6pm to 8:30pm
12: Sun July 23 Mon July 24	Assignment Homework #11 July 24, 2022 Amazon and Walmart Part 4 (50 Points) Calendar Event Weekly BMG4084_SU22 Online Session	due by 11:59pm  6pm to 8:30pm
13: Sun July 30 Mon July 31	Assignment Homework # 12 July 31, 2022 Scheduling Case Study at Polaris  Calendar Event Weekly BMG4084_SU22 Online Session	due by 11:59pm  6pm to 8:30pm
14: Sun Aug. 6 <sup>th</sup> Mon Aug 7 <sup>th</sup>	Calendar Event Weekly BMG4084_SU22 Online Session	6pm to 8:30pm
15: Sun Aug. 13 <sup>th</sup> Mon Aug 14 <sup>th</sup>	Assignment Homework #13 Amazon and Walmart Part 5 Plus Summary (50 points) Calendar Event Weekly BMG4084_SU22 Online Session	due by 11:59pm  6pm to 8:30pm
16: Sun Aug 20 <sup>th</sup> Mon Aug 21 <sup>st</sup>	Assignment Management Exit Exam  Calendar Event Weekly BMG4084_SU22 Online Session  Assignment Amazon and Walmart Submission August 25, 2022 Assignment Final Exercise Amazon case study from text book page 489 August 28, 2022 (150 points)	due by 11:59pm  6pm to 8:30pm   Due by 11:59pm

### **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 August 28, 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