

Summer 2023 (First 8 weeks)

Meeting times: Monday and Wednesday 9:30-12:15	Phone: 760.715-8071
Meeting location: MV 316	E-mail: mboyne@pointloma.edu
Final Exam: (University Required Attendance) June 28, 2023	Office location and hours: Tuesdays 1500-1700 FSB, Monday and Wednesdays 1300-1500 in MV
Additional info: Main Campus all day Friday	Additional info: The week of May 8 th is “light” with no F2F meeting.

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 (PLO1 & 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. Anupindi, R., Chopra, S., Deshmukh, S. D., Van, M. J. A., & Zemel, E. (2012). *Managing business process flows* (3rd ed). Pearson. Note MBPF as a short title.
 - A very affordable option can be found in this [Pearson eBook](https://www.pearson.com/store/p/managing-business-process-flows/P100002070877/9780137612512). (<https://www.pearson.com/store/p/managing-business-process-flows/P100002070877/9780137612512>)
1. Antony, J., Sunder, V. M., Laux, C., & Cudney, E. (2019). *The ten commandments of lean six sigma: A guide for practitioners*. Emerald. Note LSS as a short title.
 - This book can be purchased as an eBook, physical copy or is available through our Library at <https://ebookcentral-proquest-com.pointloma.idm.oclc.org/lib/pointloma-ebooks/detail.action?docID=5979624>
1. Please get a student subscription to the Wall Street Journal at [Student Digital Subscription for the WSJ](https://store.wsj.com/shop/us/us/wsstudentfinals21/?trackingCode=aaqw57q6&cid=WSJ_AFF_OPP_ACQ_NA&n2IKsaD9=n2IKsaD9&Pg9aWOPT=Pg9aW) (https://store.wsj.com/shop/us/us/wsstudentfinals21/?trackingCode=aaqw57q6&cid=WSJ_AFF_OPP_ACQ_NA&n2IKsaD9=n2IKsaD9&Pg9aWOPT=Pg9aW)

[OPT&Cp5dKJWb=Cp5dKJWb&APCc9OU1=APCc9OU1&referralCode=PROFq9ft](https://opt&Cp5dKJWb=Cp5dKJWb&APCc9OU1=APCc9OU1&referralCode=PROFq9ft))

2. A copy of the following is available on Canvas from our Library as a PDF: Miller, R. D. (2018). [*Hearing the voice of the Shingo principles: Creating sustainable cultures of enterprise excellence.*](#)

ASSESSMENT AND GRADING

<u>Assignment</u> by percentage:	<u>Sample</u> grade scale:	
● Information Leveling 5% (50 Points)	A=93-100	C=73-76
● Book Review 30% (300 Points)	A-=92-90	C-=70-72
● 5 Team Based in Class Assignment Cases 25% (250 Points)	B+=87-89	D+=67-69
● Midterm 20% (200 Points)	B=83-86	D=63-66
● Final 20% (200 Points)	B-=80-82	D-=60-62
● 1000 points in total	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, May 22, 2023 - 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 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 In class team based learning assignments-These short quizzes/casescases will be articles from the WSJ in conjunction with readings from the textbook. Team Based Learning (TBL)-Five TBL Exercises, 50 points each for 250 points or 25%

Team-based learning (TBL) is a pedagogical strategy that engages student knowledge through individual testing and group collaboration. Following individual answers, students join teams and work through problems, appealing when they are incorrect if students believe the prof to be in error, or they'd like to debate the point. This process motivates students by holding them accountable to themselves and one another, while introducing them to a variety of thought processes devoted to a single problem. To increase motivation and introduce a fun gaming environment, instructors often group their students into teams and have them compete on various classroom learning tasks.

The strategy is flexible enough to be implemented in classes of varying sizes including large lecture courses, and students have reported growing in their creative thinking and oral communication through TBL.

Team-based learning typically follows a set procedure (adapted from the Team Based Learning Collaborative):

1. Students complete pre-class readings and/or other assignments such as listening to a pod-cast.
2. At the beginning of class, students complete an Individual Readiness Assurance Test (iRAT) to measure what they learned from their pre-class assignments. This test follows a short multiple choice format using questions that fall on the lower level of [Bloom's Taxonomy](#). The goal of this assessment is to hold students accountable for the material. No answers will be provided yet
3. After completing this assessment, students join with their team and complete a Team Readiness Assurance Test (tRAT). As the tRAT is completed student teams will place the answers on the whiteboard.
4. Students next have the chance to appeal any questions they answered incorrectly.
5. The instructor provides a mini-lecture on areas where the students are still having trouble.
6. Students engage with activities that apply and extend knowledge gained using specific text book exercises that have one right answer. Through their experiences with teamwork and knowledge gained through collaboration, the benefits of collaborative work during TBL can extend beyond the classroom into actual work application.

Midterm open book exam in class – 200 points or 20%

Final open book exam in class – 200 points or 20%

4) Book Review:

Please sign up here: https://docs.google.com/document/d/1lSrsjwgaxwK4zq-mjw9fh0vcgFsflT_RyFIscRNpN5M/edit?usp=sharing

Please select a book of interest from the provided list in the attached document. This individual assignment has 2 elements. The first is a 20 minute, “Ted Talk” style presentation. You may use any media you wish or the whiteboard, or handouts. This is a discussion, not a presentation. The discussion should be based on the book of choice and focus on 4-6 key themes from the author(s). This isn’t a traditional book report. Instead the “Ted Talk” should explore the 4-6 themes and describe the author(s) intentions as to how the themes should be employed to enhance performance in the organization inviting comment. Then the next part of the “Ted Talk” will take the themes and translate them into specific methods that you can use in the context of your calling/profession/job also inviting comment. The themes should take the first half and the application the second. The “Ted Talk” will be graded with the Fermanian MBA Presentation Rubric which is attached. (15% or 150 Points). After the discussion please submit your media here.

The second half of the assignment is a 2-page single spaced document. No APA format is needed other than a name and subject as with a professional memo. The Word document will use 12-pitch font, standard margins and follow the same flow. The first page will state, explain and explore the 4-6 themes from the author. Then the next page will detail the explanation of how the themes fit into the student’s professional framework. The written section will be graded with Fermanian MBA Written Rubric (15% or 150 Points). The second part will be due by the end of class though you may submit any time.

Select one of these books for a book report and class discussion. Your choice depends on what you want to learn about:

Personal Excellence

<https://jamesclear.com/atomic-habits>

Objectives and Key Results for Op-Ex

[Measure What Matters](#)

People Coaching

[Toyota Kata](#)

The Process of Operational Excellence with Organizational Learning

[High Velocity Edge](#)

Systems Thinking

[The Fifth Discipline](#)

Supply Chain

[Resilience](#)

Risk

[Managing the Unexpected](#)

Consulting for Operational Excellence

[Flawless Consulting](#)

Process and Project Productivity

[High Output Management](#)

Lean Management:

[The Toyota Way](#)

Six Sigma

[Six Sigma Way](#)

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

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. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus 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.
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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 4th 250 points unless University excused absences. Late arrivals to class should be avoided out of professional courtesy, please.

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 #	Date	Readings	Class Activity	Assignment
1 (Light Week Online)	5/8/23	None	Information Systems Levelling Module	None
2 (Light Week Online)	5/8/23	None	Information Systems Levelling Module	None
3	5/15/23	Ch 1 Managing Business Process Flows (MBPF) and Chapter 1 Hearing the Voice of the Shingo (Shingo)	Lecture, Guided Reading, Define Operational Excellence	None
4	5/17/23	Ch 2 Both Books	Lecture, Guided Reading, Case Studies in Operational Excellence	Information Systems Levelling Module Due 5/22/23 (5%-50 Points)

5	5/22/23	Ch 3 Both Books	Introduce Ted Talk Examples, Guided Readings, Introduce Team Based Learning (TBL)	
6	5/24/23	Ch 4 Both Books	TBL, 2 Books, Lecture, Guided Readings	TBL 1 Results 5%-50 Points in Class
7 Note - No Monday Class	5/31/23	Ch 5 Both Books	TBL, 2 Books, Lecture, Guided Readings	TBL 2 Results 5%-50 Points in Class
8 Meet on Friday 6/2/23	6/2/23	Ch 6 Both Books	3 Books, Lecture, Guided Readings, EduScrum	
9	6/5/23	None	Midterm in Class	Midterm 20%-200 Points
10	6/7/23	Ch 7 Both Books	3 Books, Lecture, Guided Readings, EduScrum	
11	6/12/23	Ch 8 Both Books	TBL, 2 Books, Guided Readings, Lecture	TBL 3 Results 5%-50 Points

12	6/14/23	Ch 9 Both Books	3 Books, Guided Readings, Lecture, Edu Scrum	
13	6/19/23	Ch 10 Both Books	TBL, 2 Books, Lecture, Guided Readings	TBL 4 Results 5%-50 Points
14	6/21/23	Ch 11 and 12 Shingo	3 Books, Lecture, Guided Readings	
15	6/26/23	Final Study Guide Handout	TBL, 3 Books, Final Review	TBL 5 Results 5%-50 Points
16	6/28/23	None	Final Exam in Class on Shingo	20%-200 Points

