

Summer 2024 (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 6, 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 6 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.

Professor’s Note: The course is designed to make you an expert in process management, value stream analysis for the supply chain; along with Lean Thinking and Systems.

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).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. [Operations and Supply Chain Management for MBAs](#)
2. [Managing Business Process Flows](#)
3. [The Goal](#)
4. [WSJ Student Journal](#)
5. Recommended: [The Toyota Way Fieldbook](#)

ASSESSMENT AND GRADING

<u>Assignment by percentage:</u>	<u>Sample grade scale:</u>	
<ul style="list-style-type: none">● Information Leveling 5% (50 Points)● 3 Team Based Learning in Class	A=93-100	C=73-76
Assignment 15% (150 Points)	A-=92-90	C-=70-72
<ul style="list-style-type: none">● 3 Homework Assignments 45% (450 Points)	B+=87-89	D+=67-69
<ul style="list-style-type: none">● Book Report The Goal 15% (150 Points)● Final 20% (200 Points)● 1000 points in total	B=83-86	D=63-66
	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, 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) 3 In class team-based learning assignments-These short quizzes/cases will be articles from the WSJ in conjunction with readings/problems/cases from the textbook. Team Based Learning (TBL)-Three TBL Exercises, 50 points each for 150 points or 15%.

3) Homework Weeks 1, 3 and 5 – 450 Points or 45%

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

5) Book Review: The Goal Due in Week 7 – 150 points or 15%

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. Late work will only be accepted in the case of an emergency.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski, etc.) in this course. Any work that utilizes AI-based tools must be clearly identified as such, including the specific tool(s) used. For example, if you use ChatGPT, you must cite ChatGPT including the version number, year, month and day of the query and the statement "Generated using OpenAI. <https://chat.openai.com/>"

CONTENT WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In [class name], all the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics include [list topics]. If you encounter a topic that is intellectually challenging for you, it can manifest in feelings of discomfort and upset. In response, I encourage you to come talk to me or your friends or family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of business administration, and I will support you throughout your learning in this course.

TRIGGER WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In [class name], we will cover a variety of topics, some of which you may find triggering. These topics include [list topics]. Each time this topic appears in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of [subject/major], and I will support you throughout your learning experience.

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 who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request email mvchaplain@pointloma.edu.

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.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the [Bias Incident Reporting Form](#).

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, 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 accommodations and resources 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, faculty and staff are 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.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- **[The GPS Writing Center](#) offers:**
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - **[Research Help Guide](#)** to help you start your research
 - The physical office is located on the third floor of the **[Mission Valley Regional Center](#)** off the student lounge
- **[Academic Writing Resources Course](#)**: Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. **[Watch a quick video run-through](#)** and take time now to explore!

- **Tutoring:** Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

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. Therefore, regular attendance and participation in each course are minimal requirements.

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)	5/6/24	CH 1 MBPF	Information Systems Levelling Module	None
2 (Light Week Online)	5/6/24	Ch1 MBPF	Information Systems Levelling Module	None
3	5/13/24	Ch 2 Managing Business Process Flows (MBPF) and	Lecture, Guided Reading, Define	None

		pages 1-50 The Goal	Operational Excellence	
4	5/15/24	Ch 2 Project Management OSCM Pages 51-100 The Goal.	Lecture, Guided Reading, Case Studies in Operational Excellence	Information Systems Levelling Module Due 5/20/24 (5%-50 Points)
5	5/20/24	Ch 3 MBPF Pages 101-150 The Goal	Guided Readings, Introduce Team Based Learning (TBL)	
6	5/22/24	Ch 4 MBPF Pages 151-200 The Goal	TBL, 2 Books, Lecture, Guided Readings	Homework due 5/30
7 Note – No Monday Class	5/29/24	Ch 5 MBPF Pages 201-250 The Goal	TBL, 2 Books, Lecture, Guided Readings	TBL 2 Results 5%-50 Points in Class
8 Meet on Friday 5/31	5/31/24	Ch 6 MBPF and pages 251-300 The Goal	Lecture, Guided Readings, EduScrum	
9	6/3/24	Chapter 7 MBPF Finish The Goal	TBL	
10	6/5/23	Ch 8 and 9 MBPF	Guided Readings, EduScrum	Homework due 6/10 200 Points
11	6/10/24	Chapter 10 MBPF	TBL, 2 Books, Guided Readings, Lecture	
12	6/12/24	Ch 8 OSCM	Guided Readings, Lecture, Edu Scrum	TBL 50 Points

13	6/17/24	Chapter 9 OSCM	TBL, 2 Books, Lecture, Guided Readings	TBL 4 Results 5%-50 Points
14	6/19/24	Ch 6 OSCM	Lecture, Guided Readings	
15	6/26/24	Ch 7 OSCM	TBL, 3 Books, Final Review	TBL 5 Results 5%-50 Points
16	6/28/24	None	Final Exam in Class	20%-200 Points