



COLLEGE of BUSINESS AND ECONOMICS

SCHOOL OF HOSPITALITY, FOOD
AND TOURISM MANAGEMENT

HTM*3120 Service Operations Analysis

Fall 2018

Credit Weight: 0.50

Course Details

Calendar Description

This course looks to develop students' analytical ability as it applies to operations in the service sector. Focus will be placed on understanding and analyzing the development, design and measurement of service. Introduction to the topics of benchmarking, supply chain management, queuing systems, service quality, forecasting, and project management will also be undertaken.

Pre-Requisite(s): STAT*2060

Co-Requisite(s): None

Restriction(s): Must Be registered in BCOMM:HAFA, BCOMM:HAFA:C or BCOMM:TMGT

Method of Delivery: In-class

Course Website Access Date: Monday, September 10, 2018

Course Start Date: Monday, September 10, 2018

Class Schedule: Monday and Wednesdays, 10:00 AM – 11:20 PM, CRSC 117

Final Exam

There is a final exam in this course, the date of which will be posted when released.

Instructional Support

Instructor

Mark Holmes

Email: mholme07@uoguelph.ca

Telephone: (519) 824-4120 Ext. 56309

Office: Room 305, MACS Building

Office Hours: Wednesdays 11:30 AM - 1:30 PM, or by appointment

Dr. Mark Holmes is an Assistant Professor in the School of Hospitality, Food and Tourism Management in the College of Business and Economics at the University of Guelph. He teaches revenue management and strategy in both the MBA and undergraduate programs. His research examines the topics of sustainability, diversity, food, wine and restaurants from an interdisciplinary perspective. Drawing on his interest in food and wine, and degrees in business, spatial analysis and environmental studies, he looks to understand how food related businesses utilize sustainable practices.

Learning Resources

Required Textbook

There is no required text book for this course. Given this, lecture materials (PowerPoint slides) and assigned readings will be posted on Courselink before each lecture. It is your responsibility to have printed a copy of the lecture slides before each class and to read all assigned readings. Material covered in class will go beyond the posted readings and power points and it is your responsibility to attend class to obtain the non-posted materials. The tests in this class will be based on both the posted and non-posted material.

This course covers a significant amount of material, resulting in each class being comprised of many slides. The rationale for the large PPT decks is so that you have the key concepts and ideas covered in every class in material that you can refer to for tests and future use. Given the number of slides for each class, it is advised that you review all the slides before class and make notes, so that you do not become overwhelmed with the pace at which material is covered during each lecture.

Optional Textbook

While the pertinent material you are responsible for will be presented in class, along with accompanying examples for you to work through, those who wish to have extra practice and a more in-depth understanding of concepts should look to purchase the optional text below.

Title: Service Management: Operations, Strategy, Information Technology
Author(s): James A. Fitzsimmons, Mona J. Fitzsimmons and Sanjeev Bordoloi
Edition / Year: 2014
Publisher: McGraw-Hill Irwin
ISBN: 978-0-07-802407-8

Course Website

[CourseLink](#) (powered by D2L's Brightspace) is the course website and it will be updated weekly with Notes, PowerPoint Slides, examples, and other materials pertinent to the course.

Learning Outcomes

Course Learning Outcomes

By the end of this course, you should be able to:

1. Understand the role of Operations Management, and be able to identify a service operation through application of the characteristics of service;
 2. Develop a blueprint for a service operation, and use it to make recommendations for improvements to the service encounter;
 3. Discuss the role of forecasting as a tactical measure of service operations analysis and use it to forecast demand;
 4. Utilize excel to calculate service quality metrics;
 5. Analyze service quality metrics to make meaningful recommendations.
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Teaching and Learning Activities

Method of Learning

Students will be expected to attend class lectures, complete assigned readings and assignments, and sit tests and exams.

Course Structure

| Class | Topics |
|----------------------|---|
| Monday, September 10 | Review of Course Outline Introduction to Operations Management Stages to Economic Development |

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|------------------------------|---|
| Wednesday, September 12 | Characteristics of Service Service Strategies The Role of IT in Service |
| Monday, September 17 | Service Development Service Design |
| Wednesday, September 19 | Service Blueprinting Service Systems Design Service Benchmarking |
| Monday, September 24 | Service Encounters Creating Customer Service Orientation |
| Wednesday, September 26 | Guest Lecture |
| Monday, October 1 | Facility Design Process Analysis Facility Layout |
| Wednesday, October 3 | Measuring Service Quality Achieving Service Quality |
| Monday, October 8 | <i>No Class</i> |
| Wednesday, October 10 | Using Excel Application of Service Quality Metrics |
| Monday, October 15 | Review of Material for Test 1 |
| Wednesday, October 17 | Test 1 |
| Monday, October 22 | Process Improvements Tools to Analyze and Solve Problems Benchmarking Measuring Service Productivity |
| Wednesday, October 24 | Facility Location Use of Geographic Information Systems Location Techniques |
| Monday, October 29 | Supply Chain Management Internalization or Outsourcing of Services |
| Wednesday, October 30 | Managing Capacity and Demand Yield Management |
| Friday, November 2 | <i>Last Day to Drop Classes</i> |
| Monday, November 5 | Queuing Systems |
| Wednesday, November 7 | Queuing Models |
| Monday, November 12 | Forecasting Demand Subjective Models Causal Models Time-Series Models |
| Wednesday, November 14 | Review of Material for Test 2 |
| Monday, November 19 | Test 2 |
| Wednesday, November 21 | Managing Service Inventories Inventory Theories Discounting Model |

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|------------------------|------------------------------------|
| Monday, November 26 | Project Management |
| Wednesday, November 28 | Introduction to Revenue Management |
| TBD | <i>Final Exam</i> |

Assessment

The grade determination for this course is indicated in the following table. A brief description of each assessment is provided below.

Table 1: Course Assessment

| Assessment | Description | Weight |
|----------------------|---|---------------|
| In-Class Submissions | At the end of four classes, your professor will provide you an opportunity to submit your response to questions posed in class. You will be required to submit three of these submissions throughout the course, each worth 5%. | 15% |
| Test 1 | This test will be comprised of multiple choice and short-answer questions. | 25% |
| Test 2 | This test will be comprised of multiple choice and short-answer questions. | 25% |
| Final Exam | This final exam will be comprised of multiple choice and short-answer questions. | 35% |
| TOTAL | | 100% |

Course Specific Standard Statements

Acceptable Use

The University of Guelph has an [Acceptable Use Policy](https://www.uoguelph.ca/ccs/infosec/aup), which you are expected to adhere to.

<https://www.uoguelph.ca/ccs/infosec/aup>

Communicating with Your Instructor

During the course, your instructor will interact with you on various course matters using the following ways of communication:

- **In-Class:** Your instructor will not only host lectures during class time but will also provide time for discussion and questions.

- **Announcements:** The instructor will use **Announcements** on the Course Home page to provide you with course reminders and updates. Please check this section frequently for course updates from your instructor.
- **Email:** If you have a conflict that prevents you from completing course requirements, or have a question concerning a personal matter, you can send your instructor a private message by email to mholme07@uoguelph.ca. The instructor will respond to your email within 48 business hours. When communicating by email, you **MUST** use your University of Guelph email address, and the subject line should read HTM 3120 – ‘Insert your name, First and Last’
- **Office Hours:** Your professor will hold office hours every week, and you are free to just drop in.

Netiquette Expectations

For courses with online environments, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online. Inappropriate online behaviour will not be tolerated. Examples of inappropriate online behaviour include:

- Posting inflammatory messages about your instructor or fellow students;
- Using obscene or offensive language online;
- Copying or presenting someone else's work as your own;
- Adapting information from the Internet without using proper citations or references;
- Buying or selling term papers or assignments;
- Posting or selling course materials to course notes websites;
- Having someone else complete your quiz or completing a quiz for/with another student;
- Stating false claims about lost quiz answers or other assignment submissions;
- Threatening or harassing a student or instructor online;
- Discriminating against fellow students, instructors, and/or TAs;
- Using the course website to promote profit-driven products or services;
- Attempting to compromise the security or functionality of the learning management system; and
- Sharing your username and password.

Submission of Assignments

Assignments for this course should be submitted in hard copy on the day they are due.

Be sure to keep a back-up copy of all of your assignments in the event that they are lost in transition. In order to avoid any last-minute computer problems, your instructor strongly recommends that you save your assignments to a cloud-based file storage (e.g., Google Docs), or send to your email account, so that should something happen to your computer, the assignment could still be submitted on time or re-submitted.

It is your responsibility to submit your assignments on time as specified on the Schedule. Be sure to check the technical requirements and make sure you have the proper computer, that you have a supported browser, and that you have reliable Internet access. Remember that **technical difficulty is not an excuse not to turn in your assignment on time**. Don't wait until the last minute as you may get behind in your work.

If, for some reason, you have a technical difficulty when submitting your assignment electronically, please contact your instructor.

Late Policy

If you choose to submit your individual assignments to the **professor** late, the full allocated mark will be reduced by 10% per day after the deadline for the submission of the assignment to a limit of five days at which time the professor will no longer accept your paper.

Extensions will be considered for medical reasons or other extenuating circumstances. If you require an extension, discuss this with the instructor as soon as possible and well before the due date. Barring exceptional circumstances, extensions will not be granted once the due date has passed. These rules are not designed to be arbitrary, nor are they inflexible. They are designed to keep you organized, to ensure that all students have the same amount of time to work on assignments, and to help to return marked materials to you in the shortest possible time.

Obtaining Grades and Feedback

Your instructor will have grades posted online within 2 weeks of the submission deadline, if the assignment was submitted on time. Once your assignments are marked you can view your grades on the course website by selecting **Grades** from the **Tools** dropdown menu on the navbar. Your course will remain open to you for seven days following the last day of the final exam period.

Final grades will be available at the end of the semester. Students can access their final grade by logging into [WebAdvisor](#) (using your U of G central ID).

<https://webadvisor.uoguelph.ca>

Rights and Responsibilities When Learning Online

The course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

For more information on your rights and responsibilities when learning in the online environment, visit [Rights and Responsibilities](#).

<http://opened.uoguelph.ca/student-resources/rights-and-responsibilities>

University Standard Statements

University of Guelph: Undergraduate Policies

As a student of the University of Guelph, it is important for you to understand your rights and responsibilities and the academic rules and regulations that you must abide by. Consult the [Undergraduate Calendar](#) for the rules, regulations, curricula, programs and fees for current and previous academic years.

<https://www.uoguelph.ca/registrar/calendars/graduate/current/>

Email Communication

As per university regulations, all students are required to check their uoguelph.ca e-mail account regularly: e-mail is the official route of communication between the University and its students.

When You Cannot Meet Course Requirements

When you find yourself unable to meet an in-course requirement due to illness or compassionate reasons, please advise your course instructor (or designated person such as a teaching assistant) **in writing**, with your name, ID number and email contact.

Review the Undergraduate Calendar for information on regulations and procedures for [Academic Consideration](#).

Drop Date

The last date to drop one-semester courses, without academic penalty, is indicated in the Schedule of Dates section of the Undergraduate Calendar. [Undergraduate Calendar](#)

Copies of Out-of-Class Assignments

Keep paper and/or other reliable back-up copies of all assignments: you may be asked to resubmit work at any time.

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and

the University community's shared commitment to an open and supportive learning environment.

Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Accessibility Services as soon as possible.

For more information, contact Accessibility Services at 519-824-4120 ext. 56208, [email Accessibility Services](#) or visit the [Accessibility Services website](#).

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community – faculty, staff, and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection.

The [Academic Misconduct Policy](#) is detailed in the Undergraduate Calendar.

Copyright

Content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada's Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third-party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.

Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University's electronic resource licenses.

For more information about students' rights and obligations with respect to copyrighted works, review [Fair Dealing Guidance for Students](#).

Plagiarism Detection Software

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Recording of Materials

Presentations which are made in relation to course work, cannot be recorded or copied, this includes all lectures and lecture materials (PPT's, Videos, Blackboard Notes, etc.).

International Student Advisors

An **International Student Advisor (ISA)** is available to meet one on one with undergraduate and graduate international students. Common topics include adaptation challenges, academic concerns, and culture shock. The ISA can help you get involved on campus, connect with other students, and talk through any personal concerns you may face. ISAs are always happy to see you and to provide guidance and support as needed.

Email Yassin Sagnia at ysagnia@uoguelph.ca

International Student Connections offers events and programs specifically for international students through the Office of Intercultural Affairs (OIA), including free skill-building and intercultural competency workshops, cultural excursions, and social activities to help you meet new friends, learn new skills. Request an **OIA Ambassador**, an upper year student who has experience navigating campus resources, to provide tips and guidance to help make your first year successful. You will get an email introduction the first week of class, and you can use your OIA Ambassador for support throughout your first year.

To learn about upcoming events, or to register for OIA programs visit **[gryphlife.uoguelph.ca/ organization/OIA](http://gryphlife.uoguelph.ca/organization/OIA)**

Service Management Operations, Strategy, Information Technology 8e Fitzsimmons Solutions manual and test bank. CHAPTER 2. SERVICE STRATEGY. TEACHING NOTE. This chapter sets forth the strategic theme of the book that the operations function is central to the competitive strength of a service firm. The chapter begins with the strategic service vision that relates the service delivery system to the target market segments via an operating strategy and service concept using Southwest Airlines as an example. The application of the three generic competitive strategies – cost leadership, differentiati