

University of Missouri-Kansas City

Division of Business Administration

Semester: Spring 2009
Course: BA 5540 Service Operations Management
Instructor: Peter Lucas
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Office Hours: 6:00 PM – 7:00 PM Mondays
9:45 PM – 10:30 PM Mondays
Other hours by appointment
Meeting Times: M: 7:00 PM-9:45 PM

Prerequisite: BA 519 or equivalent
Required Text: *Service Management*
 Fitzsimmons and Fitzsimmons , Irwin, Sixth Edition,
 ISBN: 978-0-07-337783-4

CATALOG DESCRIPTION

This course focuses on the increasing importance and role of service in our economy. Topics studied are: the role of services in an economy, the nature of services, service strategy, the service delivery system, service facility location, the service encounter, service quality, productivity and quality improvement. Methods of process analysis in service organizations, methods improvement procedures, and work measurement techniques are developed to provide the basis for analyses of processes, layouts, and job design in a service organization. Prerequisites: BA 519 or BA 426 or consent of the instructor.

COURSE OBJECTIVES

The purpose of this course is to present the principles and concepts of Service Operations Management. This course attempts to provide the conceptual as well as practical dimensions of modern enterprises. The emphasis throughout the course remains on decision making and problem solving. An attempt will be made to supplement the theoretical concepts with practical applications and real life examples. The interpretation of results will be given a priority over the mere mechanics of problem solving.

GRADING ALGORITHM

The elements of the final grade will be computed as follows:

<u>Evaluation type</u>	<u>Weight</u>	<u>Chapters covered</u>
Exams	18% Each (54% total)	Exam 1 Chapters 1, 2, 3, 4, 5 Exam 2 Chapters 6, 7, 8, 9, 10 Exam 3 Chapters 11, 12, 13, 14, 18
Chapter questions/ Class discussion	10%	Select questions, assigned in class
Case study	16%	See below, cases assigned in class
Group Project	20%	See explanation below

The four types of course evaluation are explained below:

1. EXAMS

Three main exams will be administered during the semester. Each segment covers a specific amount of material as indicated above. The final exam is Exam 3 and is *not* comprehensive. All exams are equal in value. No make-up exams will be given to students unless the situation warrants. This decision will be based on the instructor's judgment. If for any justified or excused reason a student must miss a scheduled exam, he/she should contact the instructor in advance of the exam, if possible. The student may be required to provide appropriate documentation to support his/her case. Based upon the instructor's discretion a different make-up exam may be administered and without penalty to the student. Exams are rigorous and no adjustments will be made in the final grades.

2. END OF CHAPTER QUESTIONS

Each chapter contains a few questions. Each student is *required* to answer assigned questions in writing and be prepared to discuss them in class. There will not necessarily be questions assigned from each chapter that we cover. Having these questions prepared for class will provide an opportunity for all students to exchange views and discuss their responses if they are indeed different from one another. These questions allow for further discussion of materials not directly included in the text. The number of chapter questions assigned will be at the instructor's discretion. You are expected to have your questions prepared in advance of the class in which they are due, and should be prepared to actively participate in the discussion.

3. CASE STUDIES

Each student is *required* to select, sign-up for, and present one case listed at the end of most chapters in the textbook to the entire class (the number of cases depends on the number of students in class). Cases are assigned on a first-come-first-serve basis. Only cases from chapters covered in class will be accepted. A 2-4 page case write-up should be prepared. Each write-up will include a summary of the case as well as answers to the questions posed at the end of the case.

4. GROUP PROJECT

The group project will consist of a written report and a formal presentation during the final 2 class sessions. Groups will be determined in class (they will not be assigned, you may select your group). Although this is a group project, good management should allow the project to be completed with minimal contact time with your group (using email, phone, Blackboard, etc.).

Each group must select a service company to analyze. To avoid overlap, the company you select must be approved in advance. The due date for selecting your service company is DATE.

The written portion of the assignment will be worth 70% of the total project grade, and the formal presentation will be worth 30%.

The written analysis will consist of 4 sections:

1. Overview of the company
2. Analysis of current operation using the concepts from the textbook
3. Recommendations for improved operations
4. Conclusion

Grading of the Written Report:

- Depth of Analysis 40%
 - Number of course concepts included
 - Depth of knowledge about the company's operation
- Strength of Recommendations 20%
 - Practicality of recommendations
 - Likelihood of success if implemented
 - Use of course concepts
- Writing Style 20%
 - Is the paper easy to read and follow?
 - Is it well organized?
 - Does it demonstrate strong business writing skills?
- Grammar/Punctuation 10%
 - Is it free from spelling & punctuation errors?
 - Does it use proper grammar?

- Group Evaluations 10%
 - Each group member will rate his or her other group members on their level of participation.

Note: Papers with significant grammar/punctuation problems will not be graded – you will be asked to revise and resubmit and 10% will be deducted from your final paper grade.

The paper should be between 10 and 20 pages, double-spaced with 12 point font and one inch margins. Papers that do not meet the formatting and length criteria will be deducted 10% from the final paper grade.

Each group will make a formal 10-minute presentation at the end of the semester, based on a pre-determined schedule, to discuss the material from the paper. The presentation should closely follow the written report. Groups are encouraged to utilize PowerPoint and/or visuals and handouts to enhance the presentation. Each group will have 5 minutes for questions after their presentation.

Grading of the Formal Presentation:

- Preparation 50%
 - Was the presentation seamless and polished?
 - Did each presenter know the material?
 - Were questions answered satisfactorily?
- Use of Visuals 20%
 - Did PowerPoint or visual materials contribute to understanding?
 - Were all visuals adequately explained?
- Peer Evaluation 30%
 - Students will be responsible for evaluating the other groups' presentations. An evaluation form will be distributed before we begin the first presentation.

STUDENT ACADEMIC RESPONSIBILITY

It is the student's responsibility to obtain assignments, secure notes, and know the dates of all exams. It is essential for each student to complete all required work, to study materials, solve assigned problems, and to prepare for exams on the designated dates.

FINAL GRADE

A final grade will be assigned according to the following schedule:

90% - 100% =	A	60% - 69.94% =	D
80% - 89.94% =	B	59.94% and below =	F
70% - 79.94% =	C		

Grades will be calculated to two decimal places and rounded up where appropriate. At no time during the semester is a letter grade assigned to any work. The letter grade will be assigned only to the final grade based on grading algorithm. The tests do not necessarily have 100 points. The final percentage and grade will be calculated based on the total possible points at the end of the semester.

CLASS ATTENDANCE AND PARTICIPATION

Regular class attendance is very important. Students are expected to contact the instructor or departmental office if he/she must miss a class. Irregular class attendance will undoubtedly impact your performance in this class. Class participation is encouraged and expected, as it will help students to better understand the materials discussed.

ACADEMIC HONESTY/INTEGRITY, STUDENT CONDUCT

Students are expected to familiarize themselves with the university's rules and regulations with regard to cheating, plagiarism, facilitating academic dishonesty, abuse of academic materials, stealing, and lying. No action or conduct of any student who hinders the educational process of the class will be tolerated.

For more information, please refer to:

<http://www.umkc.edu/umkc/catalog/html/append/policy/0020.html>

DISCLAIMER

Time and schedule considerations may prompt modifications of this syllabus (deletion/modification of assignments/topics, modification of examination dates, etc.). The instructor will explain any changes; however, it is the student's responsibility to keep up with any modifications that are made throughout the semester.

CLASS COVERAGE

The following chapters have been selected for coverage during the semester. The chapter selection is designed to provide a breadth of material for students. Those chapters that are typically covered in other courses have been eliminated.

<u>Chapter</u>	<u>Section</u>
1	The Role of Services in an Economy
2	The Nature of Services
3	Service strategy
4	New Service Development
5	Technology in Services
6	Service Quality
7	Process Improvement
8	The Service Encounter
9	Supporting Facility & Process Flows

10	Service Facility Location
11	Managing Capacity & Demand
12	Managing Waiting Lines
13	Service Supply Relationships
14	Growth & Globalization of Services
18	Managing Facilitating Goods

TENTATIVE CLASS SCHEDULE/BA 5540

Week	Date	Activities	Assignment*
1	Jan. 12	Review of Syllabus, Course Introduction, Ch. 1	Ch. 1
2	Jan. 19	<i>Martin Luther King Birthday</i>	<i>NO CLASS</i>
3	Jan. 26	Ch. 2 & 3	Ch. 2 & 3 Topics for Discussion
4	Feb. 2	Ch. 4 & 5	Ch. 4 & 5 Topics for Discussion
5	Feb. 9	Review for Exam 1, <i>Group Project Company Selected for Approval</i>	Case Studies (Ch 1-5)
6	Feb. 16	Exam 1 (Ch. 1-5), Ch. 6	Exam #1 Ch. 6 Topics for Discussion
7	Feb. 23	Ch. 6, 7 & 8	Ch. 6, 7 & 8, Topics for Discussion
8	March 2	Ch. 9 & 10	Ch. 9 & 10 Topics for Discussion
9	March 9	Review for Exam #2	Case Studies (Ch. 6-10)
10	March 16	Exam #2 (Ch. 5-10)	Exam #2
11	March 23	<i>Spring Break</i>	<i>NO CLASS</i>
12	March 30	Ch. 11 & 12	Ch. 11 & 12 Topics for Discussion
13	April 6	Ch. 13, 14, & 18	Ch. 13, 14, & 18 Topics for Discussion
14	April 13	Group Presentations	Group Presentations
15	April 20	Group Presentations	Group Presentations
16	April 27	Review for Exam #3	Case Studies (Ch. 11-14, 18)

- The problems for each chapter will be announced in class.
- The end of chapter questions will be discussed immediately following the completion of lecture on each chapter.
- Cases pertaining to each chapter will be presented following the lecture and discussion of the end of the chapter questions, or during exam review days, as necessary.

FINAL EXAMINATION

<u>Chapters</u>	<u>Exam Date</u>	<u>Exam Time</u>
Ch. 11-14, 18	Monday, May 4, 2009	See Final Exam Schedule

IMPORTANT DATES TO REMEMBER

March 6, 2009	Last day to withdraw without assessment
May 1, 2009	Last day to withdraw with assessment

CLASS CANCELLATION AND BAD WEATHER CONDITIONS

Information regarding class cancellations due to bad weather conditions may be obtained from the university website. Please also listen to local media for UMKC's announcement regarding class cancellation due to weather conditions.

COURSE WITHDRAWAL

All course withdrawals must be initiated in the Bloch School Student Services Office, room 115, and completed through the Registration Center in the UMKC Administrative Center. Students intending to withdraw from the course after the eighth week of class (fourth week in the summer session) are required to obtain a signature from both the instructor and the academic advisor before the course withdraw is official. *Telling the instructor that you intend to withdraw from the course or ceasing to attend class does not constitute an official withdrawal.* The academic calendar in the class schedule/registration guide lists the official withdrawal dates.

AVAILABLE SUPPORT SERVICES

The University and the Bloch School offer several support services. These include the Bloch School Computer Lab, the UMKC Writing Lab, and the Office of Disabled Student Services.

- Bloch School Computer Lab: The Bloch School Computer Lab is available for your use. It is located in Bloch 110; the lab's website is: <http://www.umkc.edu/is/oa/IS-Lab-Brochure.pdf>
- UMKC Writing Lab: Students who desire assistance in written assignments may contact the UMKC Writing Lab at 816-235-1146. The Lab is located at 5201 Rockhill Road
- Office of Disabled Student Services: If you have any questions about a disability or desire accommodation under the Americans with Disability Act, please contact the Office of Disabled Student Services at 816-235-5696. The Office's website can be accessed at: <http://www.umkc.edu/disability>