



## COLLEGE of BUSINESS AND ECONOMICS

SCHOOL OF HOSPITALITY, FOOD  
AND TOURISM MANAGEMENT

# HTM\*3120 Service Operations Analysis

Winter 2019

Credit Weight: 0.50

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## 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, January 7, 2019

**Course Start Date:** Monday, January 7, 2019

**Class Schedule:** Monday and Wednesdays, 10:00 AM – 11:20 PM, MCKN, Room 115

### Final Exam

EXAM Tues 08:30AM - 10:30AM (2019/04/09) Room TBA

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## Instructional Support

Instructor

**Mark Holmes**

**Email:** [mholme07@uoguelph.ca](mailto: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.

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## 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.

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## 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

Week	Class	Topics
Week 1	Monday, January 7	Review of Course Outline Introduction to Operations Management

		Stages to Economic Development
	Wednesday, January 9	Characteristics of Service Service Strategies The Role of IT in Service
Week 2	Monday, January 14	Service Development Service Design
	Wednesday, January 16	Service Blueprinting Service Systems Design Service Benchmarking
Week 3	Monday, January 21	Service Encounters Creating Customer Service Orientation
	Wednesday, January 23	Facility Design Process Analysis Facility Layout
Week 4	Monday, January 28	Measuring Service Quality Achieving Service Quality
	Wednesday, January 30	Using Excel
Week 5	Monday, February 4	Application of Service Quality Metrics
	Wednesday, February 6	Review of Material for Test 1
Week 6	<b>Monday, February 11</b>	<b>Test 1</b>
	Wednesday, February 13	Process Improvements Tools to Analyze and Solve Problems Benchmarking Measuring Service Productivity
<i>Reading Week</i>	<i>Monday, February 18 &amp; 20</i>	<i>No Class – Reading Week</i>
Week 7	Monday, February 25	Facility Location Use of Geographic Information Systems Location Techniques
	Wednesday, February 27	Supply Chain Management Internalization or Outsourcing of Services
Week 8	Monday, March 4	Managing Capacity and Demand Yield Management
	Wednesday, March 6	Queuing Systems
Week 9	Monday, March 11	Queuing Models
	Wednesday, March 13	Forecasting Demand Associative Methods Time Series Models Simple Exponential Smoothing Trend Adjustment

Week 10	Monday, March 18	Managing Service Inventories Inventory Theories
	Wednesday, March 20	Review of Material for Test 2
Week 11	<b>Monday, March 25</b>	<b>Test 2</b>
	Wednesday, March 27	Discounting Model
Week 12	Monday, April 1	Project Management
	Wednesday, April 3	Introduction to Revenue Management
	<b>Tues 08:30AM - 10:30AM (2019/04/09) Room TBA</b>	<b>Final Exam</b>

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## 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%
<b>TOTAL</b>		<b>100%</b>

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## Course Specific Standard Statements

### Acceptable Use

The University of Guelph has an [Acceptable Use Policy](#), 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](mailto: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>

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## **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](mailto: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)