

## General Course Information

**Instructor:** Dr. Mark Holmes  
*Email* [mholme07@uogulph.ca](mailto:mholme07@uogulph.ca)  
*Office Location* 305 MACS Building  
*Office Hours* by appointment  
*Department/School* School of Hospitality, Food and Tourism Management

**Class Schedule:** Lecture – posted online  
Workshop – Wednesday 10:00AM - 11:00AM,  
Virtual (weeks 1 and 2)  
MACS 121 or virtual (weeks 3 onwards)

**Pre-requisites:** STAT\*2060

**Restrictions:** Must Be registered in BCOMM:HAFA, BCOMM:HAFA:C or  
BCOMM:TMGT

## Course 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.

## Course Learning Outcomes

**Upon successfully completing this course, you will:**

### Knowledge and Understanding:

1. Understand the role of Operations Management, and be able to identify a service operation through application of the characteristics of service;

### Discipline/Professional and Transferable Skills:

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.

### Summary of Course Content and Materials

Week	Class	Topics
Week 1	Synchronous Welcome Wednesday, January 12 (Online)	<ul style="list-style-type: none"> <li>- Welcome</li> <li>- Get to Know Your Professor</li> <li>- Review of Course Outline</li> </ul>
Week 2	Asynchronous Lecture – Week 2a	<ul style="list-style-type: none"> <li>- Introduction to Service Operations Analysis</li> <li>- Evolution of Economic Development</li> <li>- Experience Design Principles</li> </ul>
	Asynchronous Lecture – Week 2b	<ul style="list-style-type: none"> <li>- Characteristics of Service</li> <li>- Service Strategies</li> <li>- The Role of IT in Service</li> </ul>
	Synchronous Workshop – Week 2 Wednesday, January 19 (Online)	Discuss: <ul style="list-style-type: none"> <li>- Experience Design Principles</li> <li>- Characteristics of Service</li> <li>- The Role of IT in Service</li> </ul>
Week 3	Asynchronous Lecture – Week 3a	<ul style="list-style-type: none"> <li>- Service Development</li> <li>- Service Design</li> <li>- Service Blueprinting</li> </ul>
	Asynchronous Lecture – Week 3b	<ul style="list-style-type: none"> <li>- Service Benchmarking</li> <li>- Work Measurement/ Time Study,</li> <li>- Sample Size,</li> <li>- Normal and Standard Time</li> </ul>
	Synchronous Workshop – Week 3 Wednesday, January 26	Workshop: <ul style="list-style-type: none"> <li>- Blueprinting</li> <li>- Benchmarking</li> <li>- Sample Size</li> <li>- Normal Standard Time</li> </ul>
Week 4	<b>Test 1</b> Wednesday, February 2 (Online)	<b>Test 1: Covering Material from Weeks 1 thru 3</b>
Week 5	Asynchronous Lecture – Week 5a	<ul style="list-style-type: none"> <li>- Service Encounters</li> <li>- Creating Customer Service Orientation</li> </ul>
	Asynchronous Lecture – Week 5b	<ul style="list-style-type: none"> <li>- Facility Design</li> <li>- Process Analysis</li> <li>- Product/Facility Layout Analysis</li> </ul>
	Synchronous Workshop – Week 5 Wednesday, February 9	Workshop: <ul style="list-style-type: none"> <li>- Process Analysis</li> <li>- Product/Facility Layout Analysis</li> </ul>
Week 6	Asynchronous Lecture – Week 6a	<ul style="list-style-type: none"> <li>- Process Layouts Analysis</li> <li>- Measuring Service Quality</li> <li>- Achieving Service Quality</li> </ul>

	Asynchronous Lecture – Week 6b	<ul style="list-style-type: none"> <li>- Measuring Quality with Statistics</li> <li>- Process Improvements</li> <li>- Quality Improvement Programs</li> <li>- Benchmarking</li> </ul>
	Synchronous Workshop – Week 6 Wednesday, February 16	Workshop: <ul style="list-style-type: none"> <li>- Process Layouts Analysis</li> <li>- Measuring Service Quality</li> <li>- Measuring Quality with Statistics</li> </ul>
Winter Break	Wednesday, February 23	Winter Break
<b>Week 7</b>	<b><i>Test 2</i></b> Wednesday, March 2 (Online)	<b><i>Test 2: Covering Material from Weeks 5 and 6</i></b>
Week 8	Asynchronous Lecture – Week 8a	<ul style="list-style-type: none"> <li>- Facility Location</li> <li>- Use of Geographic Information Systems</li> <li>- Huff Model of Retail Location</li> </ul>
	Asynchronous Lecture – Week 8b	<ul style="list-style-type: none"> <li>- Supply Chain Management</li> <li>- Managing Service Inventories</li> <li>- Internalization or Outsourcing of Services</li> <li>- Managing Capacity and Demand</li> <li>- Scheduling</li> <li>- Overbooking</li> </ul>
	Synchronous Workshop – Week 8 Wednesday, March 9	Workshop: <ul style="list-style-type: none"> <li>- Huff Model of Retail Location</li> <li>- Scheduling</li> <li>- Overbooking</li> </ul>
Week 9	Asynchronous Lecture – Week 9a	<ul style="list-style-type: none"> <li>- Queuing Systems</li> <li>- Queuing Analysis</li> </ul>
	Asynchronous Lecture – Week 9b	<ul style="list-style-type: none"> <li>- Measuring Forecasting Error</li> <li>- Forecasting Techniques</li> <li>- Simple Exponential Smoothing</li> </ul>
	Synchronous Workshop – Week 9 Wednesday, March 16	Workshop <ul style="list-style-type: none"> <li>- Queuing Analysis</li> <li>- Measuring Forecasting Error</li> <li>- Forecasting Techniques</li> <li>- Simple Exponential Smoothing</li> </ul>
Week 10	Asynchronous Lecture – Week 10a	<ul style="list-style-type: none"> <li>- Project Management</li> </ul>
	Asynchronous Lecture – Week 10b	<ul style="list-style-type: none"> <li>- Yield Management</li> <li>- Nested Pricing</li> <li>- Introduction to Revenue Management</li> </ul>
	Synchronous Workshop – Week 10 Wednesday, March 23	Workshop <ul style="list-style-type: none"> <li>- Project Management</li> <li>- Yield Management</li> <li>- Nested Pricing</li> <li>- Introduction to Revenue Management</li> </ul>

<b>Week 11</b>	<i>Test 3</i> Wednesday, March 30 (Online)	<i>Test 3: Covering Material from Weeks 8 thru 10</i>
<b>Week 12</b>	Wednesday, April 6 (Online)	Submission make-up day

## Course Assessment

			Associated Learning Outcomes	Due Date/location
<b>Assessment 1:</b>	15%	Assigned Submissions	LO 2, 4, 5	<i>TBD</i>
<b>Assessment 2:</b>	25%	Test 1 – Courselink	LO 1, 5	<i>Week 4</i>
<b>Assessment 3:</b>	25%	Test 2 – Courselink	LO 1, 3, 5	<i>Week 7</i>
<b>Assessment 4:</b>	35%	Test 3 – Courselink	LO 1, 3, 5	<i>Week 11</i>
<b>Total</b>	<b>100%</b>			

Assessment	Description
Assessment 1: Assigned Submissions	At some point during the semester, your professor will post an announcement the night before the workshop asking you to submit your answers to the workshop questions before the workshop begins through drop-box. You will be required to submit three of these submissions throughout the course, each. Each workshop hand-in is worth 5%.
Assessment 2: Test 1	This test will be administered online, and it will be comprised of multiple choice and short-answer questions.
Assessment 3: Test 2	This test will be administered online, and it will be comprised of multiple choice and short-answer questions.
Assessment 4: Test 3	This test will be administered online, and it will be comprised of multiple choice and short-answer questions.

## Teaching and Learning Practices

<b>Asynchronous Lectures</b>	Students will be expected to review all asynchronous lectures weekly, prior to attending the workshop. The asynchronous lectures will teach the skills students will need to acquire in order to be able to understand and complete the weekly workshops.
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## Synchronous Workshop

There will be a workshop held every week. These workshops will provide students the opportunity to go through provided questions, to ask questions, and to develop their problem-solving ability. The synchronous workshops will be held in person (after week 2) or by Zoom if you are registered for distance; a link to the workshops will be provided every week.

## Course Resources

### Required Text:

There is no required textbook for this course. Given this, lecture materials (PowerPoint slides) and assigned readings will be posted on Courselink weekly. It is your responsibility to have watched the recorded lectures, read any assigned readings, and complete any assigned questions, prior to each workshop. Material covered in the synchronous workshops and asynchronous lectures will go beyond the posted readings and power points and it is your responsibility to attend workshops and watch all posted asynchronous lectures 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 week 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 lecture, it is advised that you review all the slides before watching the asynchronous lecture and make notes, so that you do not become overwhelmed with the pace at which material is covered during each workshop.

### Optional Text:

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 (9th ed.)

**Author(s):** Sanjeev Bordoloi, James A. Fitzsimmons, and Mona J. Fitzsimmons

**Edition / Year:** 2019

**Publisher:** McGraw-Hill Education

**ISBN:** 978-1-260-09242-4

## Course Policies

### Communicating with Your Instructor

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

- **Face-to-Face/Virtual Workshop:** Your instructor will not only host weekly workshops, but will also provide time for discussion and questions during the workshop.

- **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:** Given the COVID pandemic, your professor will not be having formal office hours, but he is happy to set up individual zoom calls with students as requested.

Expected Behavior:

### **Wearing Masks in the Classroom is Mandatory**

It is necessary for all students, faculty, and staff to wear facemasks or cloth face coverings in classrooms, laboratories and other public spaces where in-person instruction occurs. We require the wearing of masks covering the nose and mouth in all physical classrooms to help mitigate the transmission of COVID-19. The University of Guelph as a community views the adoption of mask wearing as a sign of keeping others safe. Students who cannot wear a face covering due to a medical condition or disability, or who are unable to remove a mask without assistance, should contact their professor.

### **Health-related Class Absences**

Please regularly evaluate your own health according to Guelph – Wellington Public Health (<https://www.wdgpUBLICHEALTH.ca/>) or <https://www.uoguelph.ca/covid19/covid-info-for-students>. Do not attend class if you are ill / having any COVID symptoms.

You are encouraged to seek appropriate medical attention, the UofG Student Wellness Centre (<https://wellness.uoguelph.ca/>) is available to book an appointment with a medical professional.

. In the event of having COVID-19 or other contagious illness, please do not come to class. Instead, email me about your absence as soon as you are able so that appropriate accommodations can be explored.

Please note that documentation (a Doctor’s note) for medical absences is not required. As part of their commitment to maintain confidentiality, to encourage more appropriate use of healthcare staff resources, and to support meaningful dialogue between instructors and students, Student Health Services will not provide documentation of illness.

I am committed to working with students with pre-existing medical and mental health needs, as well as new needs that may arise within the semester. I encourage you to reach out to me as early as possible to discuss any adjustments you think may be necessary in this course. Reasonable accommodations may include leveraging the course modules that have been developed in creative ways to maximize your access during times when students need to quarantine due to COVID exposure, or during an absence related to a disability or COVID-19

diagnosis. While I cannot guarantee any specific outcome, I am committed to working with you to explore all the options available in this course.

### **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.

### **Submission of Assignments**

Assignments for this course should be submitted digitally 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.

### ***Missed Assignments:***

A grade of zero will be assigned if you fail to submit an assignment, unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving house, or outside work commitments will not be accepted as valid reasons for missing deadlines.

If you have religious observances which conflict with the course schedule or if you are registered with Student Accessibility Services, please contact the course instructor in order to make arrangements for your assessment if appropriate.

### **Late Policy**

No assignments will be accepted late in this class.

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.

Students who find themselves unable to meet course requirements by the deadlines or the criteria expected because of medical or personal reasons, should review the regulations on academic consideration in the Academic Calendar and discuss their situation with the instructor, program counselor or other academic counselor as appropriate.

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

### **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>

### **Equity, Diversity, and Inclusion Statement**

At the Lang School of Business and Economics, we are committed to developing leaders with a social conscience, an environmental sensibility, and a commitment to their communities. A core tenet within this vision is that diversity is a strength with which we can experience greater connection and understanding.

As such, we affirm the importance and shared responsibility of our students, faculty, and staff creating and promoting equity and inclusion within our learning spaces. Creating these kinds of learning cultures is a process, not a destination; it requires ongoing willingness on the part of each person to thoughtfully and critically listen, unlearn, learn, and engage as they are exposed to a multitude of perspectives and lived experiences. We encourage dialogues



between students and instructors to address and advance opportunities for fostering greater diversity and inclusion in the learning environment. Openness to conversations with each other enables us to reflect and grow as we learn from one another respectfully and holistically.

As a department that is training the professionals of the future, we expect our learning spaces to abide by all institutional policies and guidelines, in particular those outlined by the Office of Diversity and Human Rights and the University of Guelph Human Rights Policy. Discrimination and harassment, as defined by our policies, will not be tolerated. Individuals should inform the appropriate party as per University policies if they experience any such behaviours.

## University Policies

### **Academic Consideration**

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

### **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. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

### **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 Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email [sas@uoguelph.ca](mailto:sas@uoguelph.ca) or see the website: <https://wellness.uoguelph.ca/accessibility/>

### Course Evaluation Information

Please refer to the [Course and Instructor Evaluation Website](#)

### Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

### Disclaimer

Please note that the ongoing COVID-19 pandemic may necessitate a revision of the format of course offerings, changes in classroom protocols, and academic schedules. Any such changes will be announced via CourseLink and/or class email. This includes on-campus scheduling during the semester, mid-terms and final examination schedules. All University-wide decisions will be posted on the COVID-19 website (<https://news.uoguelph.ca/2019-novel-coronavirus-information/>) and circulated by email.

### Illness

Medical notes will not normally be required for singular instances of academic consideration, although students may be required to provide supporting documentation for multiple missed assessments or when involving a large part of a course (e.g.. final exam or major assignment).

### **For information on current safety protocols, follow these links:**

<https://news.uoguelph.ca/return-to-campuses/how-u-of-g-is-preparing-for-your-safe-return/>  
<https://news.uoguelph.ca/return-to-campuses/spaces/#ClassroomSpaces>. Please note, these guidelines may be updated as required in response to evolving University, Public Health or government directives.

### Drop date

The last date to drop one-semester courses, without academic penalty, is Friday, April 8, 2022. For regulations and procedures for Dropping Courses, see the Academic Calendar:

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

<b>Date Submitted to Chair:</b>	
<b>Chair Signature (Approval):</b>	<i>S Elliot</i>
<b>Date Approved by Chair:</b>	Jan 5/22

