

HTM*3120
Service Operations Analysis
WINTER 2023
0.5 Credits

General Course Information

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

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

Pre-requisites: STAT*2060

Classroom: MCKN 224 (Monday) & ROZH 106 or Virtual (Wednesday)

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	Monday, January 9	<ul style="list-style-type: none"> - Welcome - Get to Know Your Professor - Review of Course Outline - Introduction to Service Operations Analysis - Evolution of Economic Development - Experience Design Principles
	Wednesday, January 11	<ul style="list-style-type: none"> - Characteristics of Service - Service Strategies - The Role of IT in Service
Week 2	Monday, January 16	<ul style="list-style-type: none"> - Service Development - Service Design - Service Blueprinting
	Wednesday, January 18	<ul style="list-style-type: none"> - Service Benchmarking - Work Measurement/ Time Study, - Sample Size, - Normal and Standard Time
Week 3	Monday, January 23	<ul style="list-style-type: none"> - Service Encounters - Creating Customer Service Orientation
	Wednesday, January 25	<ul style="list-style-type: none"> - Facility Design - Process Analysis - Product/Facility Layout Analysis
Week 4	Monday, January 30	<ul style="list-style-type: none"> - Process Layouts Analysis - Measuring Service Quality - Achieving Service Quality
	Wednesday, February 1	<ul style="list-style-type: none"> - Measuring Quality with Statistics
Week 5	Monday, February 6	Catch-up
	Wednesday, February 8	<ul style="list-style-type: none"> - Process Improvements - Quality Improvement Programs - Benchmarking
Week 6	Monday, February 13	<ul style="list-style-type: none"> - Review for Test 1
	Wednesday, February 15	<ul style="list-style-type: none"> - Midterm: Covering Material from Week 1 thru 5
Winter Break		
Week 7	Monday, February 27	<ul style="list-style-type: none"> - Facility Location - Use of Geographic Information Systems - Huff Model of Retail Location
	Wednesday, March 1	<ul style="list-style-type: none"> - Supply Chain Management - Managing Service Inventories - Internalization or Outsourcing of Services
Week 8	Monday, March 6	<ul style="list-style-type: none"> - Managing Capacity and Demand - Scheduling - Overbooking

	Wednesday, March 8	- Queuing Systems
Week 9	Monday, March 13	- Queuing Analysis
	Wednesday, March 15	- Measuring Forecasting Error - Forecasting Techniques - Simple Exponential Smoothing
Week 10	Monday, March 20	- Project Management
	Wednesday, March 22	- Yield Management - Nested Pricing
Week 11	Monday, March 27	- Final Exam Review
	Wednesday, March 29	- <i>Final Exam: Covering Material from Week 7 thru 10</i>
Week 12	Monday, April 3	- Introduction to Revenue Management
	Wednesday, April 5	- Final Makeup Submission

Course Assessment

			Associated Learning Outcomes	Due Date/ location
Assessment 1:	15%	Assigned Submissions	LO 2, 4, 5	<i>TBD</i>
Assessment 2:	40%	Mid-term	LO 1, 5	<i>Week 6</i>
Assessment 3:	45%	Final Exam	LO 1, 3, 5	<i>Week 11</i>
Total		100%		

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 workshop hand-in is worth 5%.
Assessment 2: Mid-Term	This test will be comprised of multiple choice and short-answer questions. This test will be
Assessment 3: Final Exam	This test will be comprised of multiple choice and short-answer questions.

Teaching and Learning Practices

Lecture/ Workshop	Each class will be comprised of lectures and workshops. The lectures will teach the skills students will need to acquire in order to be able to understand and complete the workshops. The workshops will provide students the opportunity to go through provided questions, to ask questions, and to develop their problem-solving ability.
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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 attend all lectures, read any assigned readings, and complete any assigned questions, prior to each class. Material covered in the 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

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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:

- **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:** 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.

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.

Grading Policies

Unless you have discussed an extension well ahead of the due date with the instructor, late penalties of 5% of the total grade earned per day (including weekends) will be assigned to any assessment (i.e. deducted from the total mark). Extensions will only be granted on the basis of valid medical or personal reasons, and need to be requested via email to the instructor as soon as possible. Late assignments will not be accepted once graded assignments have been returned officially to the class at large, unless circumstances permit and alternative arrangements have been made.

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>

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.

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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 compassion reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See 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 a responsibility of all members of the University community, faculty, staff, and students to be aware constitutes academic misconduct and to do as much as possible to prevent academic offenses from

University of Guelph students have the responsibility of abiding by the University's policy on 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 they have access to and the right to use electronic and other means of detection. Please note: Whether student intended to commit academic misconduct is not relevant to a finding of guilt. Hurried submission of assignments does not excuse students from responsibility for verifying the accuracy of their work before submitting it. Students who are in any doubt as to whether an action on their part can 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 for 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 or see the website: <https://wellness.uoguelph.ca/accessibility/>

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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.

Important University Dates

The schedule of important university dates can be found at:

<https://calendar.uoguelph.ca/undergraduate-calendar/schedule-dates/>


Drop date

The last date to drop one-semester courses, without academic penalty, is **April 10, 2023**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

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

More information about Dropping Courses can also be found here:

<https://www.uoguelph.ca/registrar/coursesaddrop>

Date Submitted to Chair:	
Chair Signature (Approval):	
Date Approved by Chair:	Jan 5, 2021