MANAGEMENT OF SERVICE OPERATIONS
OPER 3204-001, Spring 2019

Instructor: Dr. Moutaz J. Khouja

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Office Hours: Tuesday 11:30 am-2:00 pm, Thursday 11:30 am-12:50 pm, and by appointment

Course Material:
- **Textbook:** Bordoloi, S. Fitzsimmons, J. A., and M. J. Fitzsimmons, *Service Management: Operations, Strategy*, *and Information Technology*, 9th edition, McGraw-Hill, 2019.
- **Notes, etc. are on Canvas**. You may access Canvas using: http://canvas.uncc.edu/. Notes, practice questions, grades, and updated information regarding the class will be posted on Canvas. It's each student's responsibility to check Canvas frequently and report anything that does not match your own record within seven calendar days since the date the information was posted.

Course Description:
Operations management focuses on the efficient transformation of resources into useful outputs of goods and services. The focus of OM has been traditionally on the manufacturing sector. Over the last four decades, the service sector experienced fast growth and now accounts for over 80% of employment in the U.S. The focus of this course is on the management of service organizations. Topics include service design, service quality, service facility layout and location, managing queues, and managing projects. The course will consist of lectures, discussion of cases, and in-class exercises.

Course Objectives:
Specifically, the course is designed to help students:
1. understand the general characteristics of services,
2. learn how to gain strategic advantage through service,
3. design competitive service delivery systems,
4. manage projects using critical path analysis and project evaluation and review techniques,
5. manage quality in service industries, and
6. manage the day-to-day operations of the system including capacity, staffing, and training.

Homework will not be collected or graded but will offer an excellent review for the exams.

Grading:
Course grades will be based on three exams, class participation, and being prepared with the homework and cases, according to the following:

Exams (3 @ 30% each)	= 90%
Class participation and preparedness	= 10%
Total	=100%

Books and notes may not be used during exams; however, one 5×8 card of formulas may be used during the exam. Students are expected to take exams during scheduled exam periods unless documentation of a valid excuse is provided.

Class participation refers to: regular class attendance, contributing positively, regularly, and significantly to class discussion, being well-prepared for class, as well as the timely and careful completion of assigned homework and cases. The final course grades are based on:

Course Average	Grade
90% and over	A
80% to less than 90%	B
70% to less than 80%	C
60% to less than 70%	D
Less than 60%	F

Make-up Exam Policy
At most one make-up exam will be granted for each student for Exams 1-3 if you have a valid excuse (illness, work, emergence, etc). You need to provide the relevant documentation to be allowed to take the makeup exam.

Withdrawal from Class:
The last day to withdraw from a course with a 'W' grade and retain other courses is March 19, 11:59 pm, 2019.

Grade Appeals Policy
If you believe that the grade you received on an assignment or an exam was in error or unfair, you can appeal to the professor in writing within 7 calendar days after the grades are posted. The appeal should clearly state the reasons why you believe the grade to be unfair or the nature of the error. Overdue appeals will not be considered.

Academic Integrity
As a program that helps to create business and government leaders, the College of Business has an obligation to ensure academic integrity is of the highest standards. Standards of academic integrity will be enforced in this course.

University regulations will be strictly enforced in all cases of academic irregularities, cheating or plagiarism or any variations thereof. Students assume full responsibility for the content and integrity of the academic work they submit. The guiding principle of academic integrity shall be that a student's submitted work, examinations, reports, and projects must be his/her own work.

All UNCC students have the responsibility to be familiar with and to observe the requirements of The **UNCC Code of Student Academic Integrity** (see the Catalog and also http://integrity.uncc.edu/). This code forbids cheating, fabrication or falsification of information, multiple submission of academic work, plagiarism of written materials and software projects, abuse of academic materials (such as library books on reserve), and **complicity in academic dishonesty** (helping others to violate the code). Additional examples of violation of the Code include:

- Representing the work of others as your own.
- Using or obtaining unauthorized assistance in any academic work.
- Giving unauthorized assistance to other students.
- Modifying, without instructor approval, an examination, paper, record, or report for the purpose of obtaining additional credit.
- Misrepresenting the content of submitted work.

Students are expected to report cases of academic dishonesty they become aware of to the course instructor who is responsible for dealing with them.

For this course, it is permissible to assist classmates in general discussions about the homework. General advice and interaction are encouraged. Each person, however, must develop his or her own solutions to the assigned homework and laboratory exercises. Students may not "work together" on graded assignments. Such collaboration constitutes cheating, unless it is a group assignment. A student may not use or copy (by any means) another's work (or portions of it) and represent it as his/her own. If you need help on an assignment, contact your instructor or the TA, not other classmates.

Any further specific requirements or permission regarding academic integrity in this course will be stated by the instructor, and are also binding on the students in this course.

Students who violate the code can be punished to the extent of being permanently expelled from UNCC and having this fact recorded on their official transcripts. The normal penalty is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases, the course grade is reduced to "F."

If you are unclear about whether a particular situation may constitute an honor code violation, you should meet me to discuss the situation. Feel free to discuss the definition of cheating and/or plagiarism with me if you are unclear on these terms or have questions about the acceptability of a particular type of action.

The instructor may ask students to produce identification at examinations and may require students to demonstrate that graded assignments completed outside of class are their own work.

Disability Accommodations
UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office at Fretwell 230.

Diversity
The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

Incomplete Grade Policy
Receiving a grade of incomplete ("I") is not based solely on a student's failure to complete work or as a means of raising his/her grade by doing additional work after the grade report time. An incomplete grade can be given only when a student has a serious medical problem or other extenuating circumstance that legitimately prevents completion of required work by the due date. In any case, for a student to receive an 'I' grade, the student's work to date should be passing, he/she must have completed a significant portion of the course, and the student must provide proper written proof (e.g., a doctor's note) of the extenuating circumstances.

Religious Accommodation for Students Policy
The instructor will observe University Policy 409 (https://legal.uncc.edu/policies/up-409) on matters of religious accommodation. Please note that the procedure prescribed by this policy requires a notice to the instructor prior to the census date of the semester (typically the tenth day of instruction).

Tentative Class Schedule

Date	Reading
January 10	Course Administration & Introduction Chapter 1: The Services Economy Chapter 2: Service Strategy
January 15	Chapter 3: New Service Development
January 17	Chapter 6: Service Quality
January 22	Chapter 6: Service Quality
January 24	Chapter 6: Service Quality
January 29	Chapter 6: Service Quality
January 31	Chapter 7: Process Improvement
February 5	Chapter 7: Process Improvement
February 7	Chapter 5: Supporting Facility and Process Flows
February 12	Chapter 5: Supporting Facility and Process Flows
February 14	**Exam 1**
February 19	Chapter 5: Supporting Facility and Process Flows
February 21	Chapter 4: The Service Encounter
February 26	Chapter 8: Service Facility Location
February 28	Chapter 8: Service Facility Location
March 5	Chapter 16: Managing Service Projects
March 7	Spring Break
March 12	Spring Break
March 14	Chapter 16: Managing Service Projects
March 19	Chapter 16: Managing Service Projects
March 21	Chapter 16: Managing Service Projects
March 26	Chapter 16: Managing Service Projects
March 28	Chapter 12: Managing Waiting Lines
April 2	**Exam 2**
April 4	Chapter 13: Capacity Planning and Queuing Models
April 9	Chapter 13: Capacity Planning and Queuing Models
April 11	Chapter 13: Capacity Planning and Queuing Models
April 16	Chapter 13: Capacity Planning and Queuing Models
April 18	Chapter 11: Managing Capacity and Demand
April 23	Chapter 11: Managing Capacity and Demand
April 25	Chapter 10: Globalization of Services
April 30	Chapter 10: Globalization of Services
May 9	**Exam 3, 8:00 am-9:45 am**