



## OPER 3204 Management of Service and Project Operations

T/Th, 4:00PM-5:15PM, Friday Building Room 141  
Spring 2020

### **INSTRUCTOR INFORMATION**

---

Dr. Xiuli He

Office: Room 352A, Friday Building, 3<sup>rd</sup> Floor

Email: xhe8@uncc.edu

Phone: 704- 687 -7629

Office Hours: Wed: 2:00pm-5:00pm by appointment

**Email Policy:** Please use the email address specified above for electronic communication. Responses to student emails will typically occur within 24 hours or less. When emailing the instructor, please put the course number **OPER 3204** in the subjects lines. Messages missing proper subject lines may be deleted for security reasons.

### **COURSE DESCRIPTION**

---

Tools, techniques and strategies required to improve the operations of services-oriented organizations including topics such as strategic choices regarding service systems, capacity management, waiting-line management, and yield management. Concepts and cases will be discussed from the standpoint of various service industries such as service-based manufacturing, transportation/logistics, financial services, hospitality/travel/leisure, telecommunications/information services, food services, health-care operations and others.

### **COURSE MATERIALS**

---

- Service Management: Operations, Strategy, and Information Technology, 9<sup>th</sup> Edition by Sanjeev K Bordoloi, Fitzsimmons, James A., Mona J. Fitzsimmons, Irwin/McGraw-Hill, 2018. ISBN-13: 978-1259784637, ISBN-10: 1259784630

**Course Website:** <http://canvas.uncc.edu/>

- All lecture notes, solutions, grades, and updated information regarding the class will be posted on Canvas. It's each student's responsibility to check Canvas frequently for any new information about the course.
- 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.

## **COURSE LEARNING OBJECTIVES**

---

- Students will understand the issues of service operations management as it relates to the internal and external functions of a company.
- Students will be able to analyze and interpret quantitative information and demonstrate knowledge and use of quantitative tools and techniques such as the ones in yield management, queuing theory and service inventory.
- Students would know the state-of-the-art trends/happenings/future outcomes in the service operations area.
- Students would know about the future opportunities that exist for them if they decide to take up a career in this area.

The course will consist of a combination of lectures and class discussions. General concepts and some quantitative techniques will be developed in the lectures and the case studies will give the students an opportunity to apply some of those concepts and techniques. Significant written and oral communication skills (for example, exams, class participation, individual/group assignments, etc.) will be emphasized.

## **COURSE ASSESSMENT**

---

### **Grading Policy:**

The performance criteria are weighted as follows:

Exam 1	20%
Exam 2	20%
Exam 3	20%
Project (group)	13%
HW (group)	15%
Quiz (individual)	12%
Participation (bonus)	2%
Total	100%

A=100-90, B= 89-80, C=79-70, D=69-60, F=59-0

**Note:** There will be 8 quizzes thorough the semester. Quiz dates will be announced at least 7 days in advance. Each quiz will contain multiple-choice questions and/or calculation questions. I will drop the lowest 2 quiz grades and use the highest 6 quiz grades. Quiz grades account 12% of your overall final grade. **No make-up quizzes** are allowed since the two lowest quiz grades will be dropped.

### **Exams**

There are three exams which cover the materials in the corresponding course unit, i.e., exams 1-3 are **NOT** cumulative. Plan now for the following dates: **Feb. 6<sup>th</sup>** (Exam1), **Mar. 19<sup>th</sup>** (Exam 2) and **April 28<sup>th</sup>** (Exam3). Exams are closed book and notes, no exceptions. Formulas will be provided for all exams.

---

Conflicts for the exams must be resolved before the exam dates. Last minute requests will not be accepted. NO MAKE-UP EXAMS will be given unless students obtain prior permission from the professor and provide official documents (e.g., doctor's note, accident report, speeding ticket copy and a selfie with the officer). The student will take the make-up within **three** school days. Attending a wedding or other ceremonial events are not excusable absenteeism. An unexcused absence from an exam will result in a grade of zero for that exam.

- The exams may contain multiple choice, short answer, and calculation questions.
- A calculator is required for each exam. Students can use a basic four-function, scientific or financial calculator.
- Mobile devices including phones, tablets, laptops and smart watches cannot be used during the exam as calculators, or for any other purpose, and must be kept in your bags/pockets during the exam period.
- Any evidence of cheating, a violation of the exam procedure policies or any general violation of the academic integrity code will result in an exam grade of zero and the incident will be escalated to the Academic Integrity Review Board.
- **There will be no extra credit offered for any individual student during the semester.**
- Exams will be reviewed only once and in class. Absent students forfeit their chance to review their exam. Therefore, it is very important that all students are present during these reviews.

### **Group Homework**

Skill-building homework problems will be assigned throughout the semester.

- It is your responsibility to form your groups and email the list of members to me by **5:00pm Jan. 16<sup>th</sup>**. Each group may contain **four or five** members (**No** more than five members, PLEASE).
- If you cannot make the first two classes, please let me know in advance so that I may be able to assign you to a group. Not having a group is **NOT** a reason for late submission of group assignment.
- There are **five** homework assignments for each group. Each group submits one hard copy or upload the submissions on Canvas.
- Each homework assignment must be submitted no later than **5:00pm** on its due day. No late homework submission will be accepted. Homework due dates can be found on the class schedule.
- All work submitted for evaluation must be written/typed clearly. If I cannot read it, a grade of zero will be given.
- Please provide formula, steps, or reasons to support your solution. Homework submission with only the final solution will **NOT** be given any credit.
- For group assignment, a single grade is assigned to each group. Only one submission from a group member is required.
- **On the first page, please remember to write full names of each group member who contributes to the answers. No credit will be given if the name is not shown on the submission.**

---

## **Class Attendance & Participation**

You will be assigned **two** bonus points for your attendance & participation grade. Students are encouraged to attend every class since learning will be through case analysis, and discussions. Students' contributions are highly expected to create and enhance a positive learning environment for this course. Grading will be based on the quality and impact of your class participation. Voluntary class participation will consist of voluntary contributions and occasional cold calls, usually to answer open questions. Do not be afraid to make points that you may regard as minor, ask clarifying questions, or otherwise contribute in small ways. If you feel uncomfortable with being called on in class, please let me know in advance so that we can agree on an alternative mode of interaction.

Disruptive behavior includes but is not limited to, side conversations between two or more students during lecture, unnecessary comments that add no value to class, and any activities that negatively impact the ability of other students to learn and/or listen in class. Please keep all electronic and telecom equipment such as laptops, cell phones, beepers, etc. on "silent" mode during class.

## **Class Cancellation**

In the event that I am unable to attend class or the University is closed unexpectedly, assume the material will be moved forward to the next meeting.

## **Withdrawal from Class**

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "U" in a course if you choose not to attend the class once you are enrolled. **The last day to withdraw from a course is March 16, 2020.**

## **Incomplete Grade Policy**

As per [university policy](#), incomplete grades will be granted when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed and the final grade reported within one calendar year from the date on which the "I" grade was recorded. The instructor assigning the "I" grade may specify a shorter time than one year for completion of the work and the assignment of a final grade. If the "I" is not removed during the specified time, a grade of "U" or "N" as appropriate is automatically assigned. Time extensions for the completion of an "I" beyond one year cannot be approved except by special request to the Graduate School under extraordinary circumstances. *The grade of "I" cannot be removed by enrolling again in the same course.*

## **Religious Accommodation for Students Policy**

The instructor will observe University Policy 409 (<https://legal.uncc.edu/policies/up409>) 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 (see university calendar for the applicable census date.)

---

## **DIVERSITY AND DISABILITY POLICY**

---

### **Statement on 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.

### **Statement on Disability Policy:**

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 in Fretwell 230.

### **ACADEMIC HONESTY/INTEGRITY**

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submission of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense 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. Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor. For more detail and clarification on these items and on academic integrity, please review the UNCC Code of Student Academic Integrity (<http://www.legal.uncc.edu/policies/ps-105.html>).

## Tentative Course Outline/Schedule

Week	Date	Topic	Chapter	Due
1	Jan. 9	Introduction Service Economy	Ch1	
2	Jan. 14	Service Strategy	Ch2	
	Jan. 16	New Service Development	Ch3	
3	Jan. 21	Supporting Facility and Process Flow	Ch5	
	Jan. 23	Supporting Facility and Process Flow	Ch5	
4	Jan. 28	Service Quality	Ch6	HW1
	Jan. 30	Service Quality	Ch6	
5	<b>Feb. 4</b>	<b>Review</b>		
	<b>Feb. 6</b>	<b>Exam 1</b>	<b>Ch1, Ch2, Ch3, Ch5, Ch6</b>	
6	Feb. 11	Service Encounter	Ch4	
	Feb. 13	Process Improvement	Ch7	
7	Feb. 18	Managing Capacity and Demand	Ch11	
	Feb. 20	Managing Capacity and Demand	Ch11	
8	Feb. 25	Capacity Planning and Queueing Models	Ch13	HW2
	Feb. 27	Capacity Planning and Queueing Models	Ch13	
9	<b>Mar. 3</b>	<b>Spring Break - No Class</b>		
	<b>Mar. 5</b>	<b>Spring Break - No Class</b>		
10	Mar. 10	<b>Group project meet- No class</b>		
	Mar. 12	Waiting Line Management	Ch12	<b>Project Status Report Due</b>
11	<b>Mar. 17</b>	<b>Review</b>	<b>Ch4, Ch7, Ch11, Ch12, Ch13</b>	HW3
	<b>Mar. 19</b>	<b>Exam 2</b>		
12	Mar. 24	Service Facility Location	Ch8	
	Mar. 26	Service Supply Relationships	Ch9	
13	Mar. 31	Forecasting	Ch14	
	Apr. 2	Forecasting	Ch14	
14	Apr. 7	Managing Service Inventory	Ch15	HW4
	Apr. 9	Managing Service Inventory	Ch15	
15	Apr. 14	Managing Service Project	Ch16	
	Apr. 16	Managing Service Project	Ch16	
16	Apr. 21	Review	<b>Ch8, Ch9, Ch14, Ch15, Ch16</b>	HW5
	<b>April 23</b>	<b>POMS Conference- No Class</b>		
17	<b>April 28</b>	<b>Exam 3</b>		
	<b>May 7</b>	<b>Project Presentation (2:00pm -4:30 pm)</b>		<b>Project Paper due 9:00pm</b>

**Note:**

- The instructor reserves the right to change the course outline, and the course contents.
- Check the updated final exam schedule for Spring 2020: <https://registrar.uncc.edu/calendars-schedules/exam-schedules>

---

## **OPER3204 Service Management**

### **Project Details**

This group project to be done in a group of 4-5 students.

The project part of this course will act as a major component of the course. It requires you to create a comprehensive business analysis for a business in the service sector using a majority of the concepts discussed in the class. The business could be a hypothetical business (i.e. one that does not exist – so the business plan would be to set up the business) or an existing business (in this case, the business plan would be to modify the current state of the business and/or develop plans for future strategies). As we would be discussing in the class, service businesses can be of many different types. Possible examples of such businesses could be (this list is not exhaustive by any means):

1. A restaurant (family owned or national/regional chain).
2. A doctor's clinic
3. A bank
4. A hospital
5. A car repair facility
6. A gas station
7. A transportation company or agency (public/private)
8. A department in a larger company
9. A university office, department or service
10. A retail store
11. A wholesale store
12. A logistics and distribution company
13. Any service company that provides household or commercial services (like in electrics/plumbing/legal/accounting/janitorial/food etc.)

Project Steps:

1. Identify the company and talk to some of the company representatives about your involvement in the project if you are planning to do this for an actual business. If you are doing this for a hypothetical company, you need to get ideas and data about the business either through research or by talking to representatives of similar or related businesses.
2. Devise a comprehensive business analysis for the company.
3. Your analysis should include the following
  - a. A market and competitor analysis
  - b. An analysis of the Service Strategy (Strategic Service Vision)
  - c. An analysis of the service related aspects of the business
    - i. Service quality (Measurement and analysis)
    - ii. Service encounter
    - iii. New Service Development
    - iv. Supporting Facility and Process Flow

- 
- d. Operations Analysis
    - i. Capacity and Demand
    - ii. Waiting Lines

4. You will try to diagnose and solve a real service problem, using concepts and methods learned in the course. It is useful to think of this project as writing a case and as well as its analysis.

Project Deliverables: (13%)

1. Class presentation (5%): 10 minutes, preferably with the time evenly divided among team members. Each member of the team should contribute equally to the presentation in terms of both preparation and actual presentation. Questions may be asked at any time during or after the presentation.
2. Written report detailing the plan (8%): Each team will be expected to prepare a report. The length of the write-up will be least 6 pages but no more than 12 pages (12-point font, 1-inch margins on all sides, 1.5 line-spaced) in length.

**Important Dates for the Project:**

- 1/16/2020: Groups Finalized
- 3/12/2020: Group project 1-page status report due
- 5/7/2020: Group project presentation
- 5/7/2020: Project paper due at **9:00pm**