



BM 830 – Service Operations/Quality

Spring Quarter, 2009

Tue 6 – 9:48 PM

Gerlach 203

Professor Kenneth K. Boyer

CONTACT INFORMATION:

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OFFICE HOURS & EMAIL:

My official office hours are Tuesday and Thursday from 3:30 – 5:30 PM. I am also in my office many other times and encourage you to stop by or make an appointment. Please feel free to come to my office for any reason, as I consider the more personalized interaction outside of class to be an extremely useful learning tool and enjoy talking with students on an informal basis. In addition, you may send any questions or comments that you have using Email and I will respond to them as quickly as possible.

COURSE DESCRIPTION:

Services represent over 80% of the economy in developed countries. While manufacturing is relatively easy to make more efficient and better quality, services represent a much different challenge. Fundamental challenges with services include the high degree of involvement by customers, the relative intangibility of the product, the inability to buffer demand uncertainty with inventory and the subjectivity of the assessment of quality. Although services face numerous challenges, many of these can also be turned into opportunities by carefully applying operations management principles. This course surveys a broad framework of key operations management challenges, while also focusing on a broad variety of different services via in-depth case studies.

MATERIALS:

Course Packet, from UniPrint. This course pack consists of 11 chapters for the text Successful Service Operations Management, 2nd Edition, Southwestern Publishing, Metters, Richard, King-Metters, Kathryn, Pullman, Madeline and Walton, Steve, 2006. The course pack also includes cases from Harvard Business Publishing. The course pack will be available from UniPrint (to be picked up, ordered online for mail delivery or for delivery to class the first day) for \$70.00.

EVALUATION: Your course grade will be determined according to the following breakdown:

Case 1	20%
Case 2	20%
Service Operations Field Study	20%
Class Participation	15%
Final Exam	25%

<u>Final Weighted Score</u>	<u>Final Grade</u>
93 – 100	A
90 – 92.99	A-
87 – 89.99	B+
83 – 86.99	B
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As a general policy, no make-up work or exams will be granted unless required for severe medical reasons, in which case a note from a physician is required. Class attendance, while not strictly counted, is expected. Please make every effort to attend, in return I promise to make class incredibly stimulating and exciting (or at least try).

CLASS PARTICIPATION

An important part of the course is the effectiveness of your individual participation in daily class discussions, and particularly in the case discussions. While a minimum level of participation is expected of every class member, primary emphasis is placed on the **quality** of classroom contributions. In grading class participation, little emphasis will be placed on redundant or extraneous contributions. Rather, emphasis will be placed on contributions which add new insights to the discussion or which build on the comments of others. Class attendance is a critical component of class participation

CASE WRITE-UPS

Case write-ups should consist of a brief executive summary describing the case and the problems (difficulties) included in the case, an analysis of various alternatives and solutions to the problem and a recommended course of action. The case assignment questions are intended as a guide to the issues that should be addressed in each case. Cases should be no more than 4 pages (one for executive summary), double-spaced. A few additional pages (2-4) are allocable for charts, tables and figures.

NOTE: Although each student is only required to hand in two case write-ups, it is highly recommended that you read each case before class on the day it is due. **The cases are used to illustrate principles learned in class, and are therefore the primary vehicle for learning in this class. Class discussion grades will be partly based on your evaluation of your participation level each week.**

SERVICE OPERATIONS FIELD STUDY

An end of quarter paper is due on June 2. This paper should be 5 pages in length (excluding tables and figures) and double-spaced, 12 point font. The assignment is to describe one business example where an organization is facing a service operations challenge. Please describe the challenge, discuss alternative approaches to addressing the situation, weigh the pros and cons, and recommend a course of action. Organizations can be chosen by selecting a company you have worked with, patronized as a customer or read about. In addition to the paper, students should come to class on June 2 prepared to give a 10 minute discussion on their paper in front of the whole class. Students may bring to class NO MORE THAN 3 POWERPOINT SLIDES. Students will be randomly selected to make presentations during that class.

Option: If you prefer, you may do this project in groups of 2 or 3, but this will require a 10 page paper.

SCHEDULE

March 31	Chapter 1: Introduction – Services in the Economy Chapter 2: Strategic Positioning and Service Strategy
April 7	Chapter 5: New Service Development Case: Lulu.com
April 14	Chapter 6: Managing Service Experiences Case: Westin Hotels and Resorts: Operations of a Lifestyle Experience
April 21	Chapter 7: The Front-Office, Back-Office Interface Case: Netflix
April 28	Chapter 8: Offshoring and Outsourcing Case: Tegan C.C.C.
May 5	Chapter 9: Analyzing Processes Case: Pharmacy Service Improvement at CVS
May 12	Chapter 10: Service Quality Case: ING Direct Canada Guest Speakers: Limited Brands Renee Cachillo (VP Store Operations) Steve Herman (SVP Store Operations BBW) Patty Beigel (VP Store Operations VSS)
May 19	Chapter 11: Six Sigma for Service Process Improvement Case: Information Technology and Clinical Operations at Beth Israel Deaconess Medical Center
May 26	Chapter 12: Yield Management Case: Zipcar – Influencing Customer Behavior
June 2	Chapter 15: Real-World Project Management Student presentations: Randomly Selected in class
June 9	Final Exam