Class Meets: 12:30 p.m. - 3:10 p.m. Tu  

Instructor: Dr. Joseph Martinich

Office: 235 Computer Center Building

Office Hours: 11:00 a.m. - 11:35 a.m. Tu, Th, and 6:00-6:45 p.m. Tu. (I am on campus almost every day from 9:00 - 4:30, so if you are already on campus you should feel free to drop by and see me during this time. However, sometimes I have meetings or other commitments elsewhere on or off campus, so do not make a special trip to campus without contacting me first to make sure I will be around.)

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Prerequisites:  BA3320 or LOM 5320

Textbook: There is no “required” textbook for this course. I do recommend you acquire a used copy of Service Management by Fitzsimmons and Fitzsimmons. I think it is now in its 7th edition; I prefer the 5th edition; it is out of print, but new versions are outrageously expensive. You may also find it helpful to have an introductory operations management text for reference related to quantitative topics, preferably any edition of Production and Operations Management by Joseph Martinich, John Wiley & Sons, New York.

Grading:  
Service Pathology Reports & Homeworks 25 %  
Exam 20 %  
Class Discussion 5 %  
Project 1 - Paper 15 %  
Project 1 - Oral Presentation 10 %  
Project 2 - Paper only 25 %

Drop Policy:  An "excused" drop will be given if you drop on or before October 21. If you drop after October 21, you will receive an "excused" or "failing" grade according to your grade at the time you drop. After November 12 dropping will not be allowed except for documented serious illness or comparable extraordinary circumstances (a low grade is not an acceptable excuse).

Academic Dishonesty: Academic dishonesty of any form will not be tolerated. Any report, examination, or homework found not to be the student's own work will be given a grade of zero and the student will be reported to the appropriate officials for disciplinary action. This includes not appropriately citing material used in reports or homeworks; all sources should be cited clearly and completely.

Disabilities: Please inform me of any physical disabilities that could affect your learning. I am happy to make reasonable accommodations to improve the learning environment, but I need to
know about them in order to help. If, during the semester, you are experiencing a serious emotional trauma, please inform me of this before taking an exam; once an exam is taken the grade must be counted and no "retake" is possible.

**Homework**

1. **It is extremely important that pathology reports and homework assignments be completed on-time so that they can be used for class discussion on the due date.** I recognize that due to work and personal emergencies, sometimes this is not possible, and I am willing to be accommodating in those rare cases, but completing assignments late or not at all will hurt your grade both in the homework/report component and in the class discussion component.

2. Except for numerical problems, **all reports and homework should be typed and double-spaced with one inch margins.** Neatness does count; prepare your homeworks as if you were presenting them to the CEO.

**Service Pathology Reports**

The course will be built around service “pathologies”; that is, around problems faced by service producers, and especially failures in service operations. Typically I will assign a pathology topic on Tuesday, and you will hand in your report, and be prepared to discuss the topic, the following Tuesday. In your report you are to identify and describe in detail an actual example of the assigned type of service pathology (a failure in the service system); **do not** make up or propose some hypothetical situation. Your report should also explain what you believe are the mistakes that caused/created the pathology, and give a detailed explanation of how you believe the problem/mistakes could have been avoided or solved. You should defend and justify your argument and recommendations. Detail is important; don’t just give generalities. The example may be from your personal experience or from a published source (an article or book). The reports should normally be 2-3 pages long, typed, double-spaced. **NO REPORT MAY BE LONGER THAN 4 PAGES.**

As an example, the pathology topic may be “facility design or layout.” In that case you are to describe an organization that has a poorly designed facility, explain why you consider it to be poorly designed (what criteria and measures did you use? how does it hurt operations?), and give your recommendations about how to fix the problem or how it could have been prevented.

*Tentative Topics for Service Pathology Reports (these may change)*

- Service Quality and the Service Encounter
- Facility Design
- Facility Location
- Waiting lines/Queueing
- Capacity planning and management
Pricing (Bad pricing strategy/tactics/approach, not high prices)
Routing, Distribution, Transportation
Inventory/managing goods in service systems

Project 1 - Company/Industry Report

NOTE: This report can either be done alone or as a two-person team. No more than two people in a team; no exceptions.

No later than September 7 each student or team is to give the instructor a list of three organizations, and for each organization you should provide a brief description of why you want to use that organization for your report (just a few sentences for each organization). The primary product(s) produced by the organizations must be services, not manufactured goods. The organizations should be listed in order of your preferences. After reading these I will then give approval for one of them. Generally I will approve your first choice, but no two students/teams will be allowed to select the same organization, and I will normally not allow two students/teams to select companies from the same industry, except when there is a good reason (for example, two very different segments of a larger industry), so it is to your advantage to give me your list as soon as possible.

You will have two “deliverables” for the project: (1) a 12-20 page written report, and (2) a 10-14 minute oral presentation in class. Your written and oral reports should include the following:

1. A description of the main service product(s) produced by the organization.

2. A brief description of the industry in which the organization competes. As part of this description, you should provide a clear description of the cost and revenue features of the industry and how they are related to operations (e.g., the relative magnitudes of fixed versus variable costs).

3. A description and explanation of the most important operational issues for that industry (i.e., identify and explain the two or three most important aspects of operations that must be done well for an organization to be successful in that industry).

4. A description of the organization’s production process/operations, especially focusing on what the organization does especially well and/or especially poorly in its operations. The report should evaluate the key aspects of its operations, such as the design of service products, site location, layout, scheduling, staffing, quality assurance, etc.

5. Detailed recommendations of how the organization could improve its operations (focus on operations and closely related issues directly affected by operations; do not get into marketing, advertising, accounting, personnel issues etc., except where they come into contact with operations). Focus on one or two key operational problems and give detailed recommendations for improvement (don’t try to solve all their problems). Make sure you justify your recommendations; don’t just throw out ideas; you need to convince me of the net benefits
of the recommended changes.

Possible Service Industries

Hospitality/Hotels/Restaurants
Retail Distribution
Health Care
Personal/Passenger Transport
Education
Entertainment
Business Consulting
Maintenance and Repair Services
Broadcasting/Media

Wholesale Distribution
Industrial/Material Transport
Financial (Banking, Investments, Insurance)
Government Services
Accounting
Public Service/Not-for-Profits
Telecommunications

Editorial Style of the Written Report

The paper should be written in a well-organized, engaging, and grammatically correct form. It should have: (1) an introduction, (2) one or more sections that address the main issues of the paper, and (3) a conclusion. The paper should have a cover page that contains the title (company name), author (student name(s)), course name and number, and date of the paper; so there should be plenty of blank space for my comments.

The pages of the report should be numbered (except for the cover page).

The report should just be stapled or in a 3-ring folder; DO NOT put it in a plastic folder with a plastic sleeve.

At the end of the report list (cite) all the sources you used for information: books, articles, websites, interviews, etc. Give complete citations: for books, list the title, author(s), publisher, city of publication, and year of publication; for articles, list the title of the article, name(s) of the author(s), name of journal, volume and number of the issue, date of publication, page numbers on which it appeared (first page through last page); for web site, give the full web address and the date on which it was accessed; for interviews, identify the name of the person interviewed, the person’s title, and the date of the interview.

THE DUE DATE FOR THE WRITTEN REPORT FOR PROJECT 1 IS TUESDAY, OCTOBER 19, 2010. Your grade will be reduced by 3% for every weekday (Monday-Friday) that it is late. So if you turn it in on Thursday, October 21, you will automatically have your paper grade reduced by 6%. Oral presentations will be given on Oct. 19 and Oct. 26. (Date of individual presentations will be assigned by instructor.)
Project 2 - Company/Industry Report

Exactly the same conditions/requirements as report 1, with the following exceptions.

1. Topic request and team membership to be submitted no later than October 29, 2010. You do not have to have the same team membership for the two projects. You may also work alone for one project and be part of a team for the other.

2. Only a written paper of 15-25 pages is to be delivered - NO oral presentation.

3. It is expected that the feedback received from the first project will improve the quality of the second project; expectations will be higher.

The written report is DUE DECEMBER 2, 2010. The 3% per day penalty applies for late papers.
**Outline and Approximate Schedule**

Chapter numbers: F5 refers to 5th edition of Fitzsimmons, F6 is 6th edition; M refers to the Martinich POM book

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**Final Exam (Dec. 16, 10 a.m.- noon: NOTE THAT THIS IS A THURSDAY)**