

# POM 624 Management of Service Firms – Quality Systems

POM 624

Summer Term 2008

John Doe

Course Syllabus – as of July 1, 2008

## INSTRUCTOR INFORMATION

Instructor: John Doe  
LeBow College of Business  
Drexel University  
106 Matheson Hall  
Phone: 215-895-2111  
Fax: 215-895-2111  
Email: [lebow@drexel.edu](mailto:lebow@drexel.edu)

## TEACHING ASSISTANT INFORMATION

TA: <TA NAME>  
106 Matheson Hall  
Phone: 215-895-2111  
E-mail: [lebow@drexel.edu](mailto:lebow@drexel.edu)

## COURSE INTRODUCTION

This course emphasizes one of the major growth areas in the field of Operations Management. The service sector in the U.S. economy now accounts for over 85% of all jobs and about 80% of the GNP (similar situations exist in the other industrialized economies, even Japan). Most students in the College of Business and College of Engineering (probably 70-80% of you in this class) currently work in or will find jobs within a service organization or participate in service activities within manufacturing organizations. Hence, it is clear that sound management of service operations is of great interest, both for the individual manager and the economy at large.

In this course, we will analyze service systems from the viewpoint of the Operations Manager and try to understand where and in what ways the body of knowledge developed for manufacturing companies can be applied and where other approaches are necessary. It should be emphasized that the study of “service operations management” is of a rather recent origin and that commonly accepted frameworks, principles, and theories are still in the process of development and have not been widely accepted.

## **POM 624 Management of Service Firms – Quality Systems**

**Prerequisites:** POM 601 Minimum Grade: C or POM 311 Minimum Grade: C or POM E311 Minimum Grade: C or POM 511 Minimum Grade: C

### **COURSE OBJECTIVES**

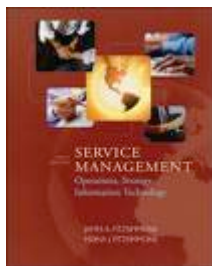
- Understand and articulate the importance of Operation Strategy, in service organizations.
- Understand the concepts and application of Service Operations Management techniques.
- Use the knowledge from class to improve your operations and/or interact knowledgeably and effectively with Operation professionals.

### **COURSE DESCRIPTION**

This course consists of two main components: a body of knowledge component that will be disseminated through the required text, online lecture material, and Camtasia videos, and a critical thinking component which will be acquired through our threaded discussions, live sessions, homework and project. Through this course you will receive a state-of-the-art view of the techniques related to the service operations function. Operation Management (OM) is an exciting area of management that has a profound effect on effectiveness and efficiency of service organizations. OM includes a blend of topics from industrial engineering, management, and management science. The goal of this class is to present the field of service operations in as realistically and practically as possible so that you can implement some of these techniques right away in your organization. Even if you are not employed in the operations area, you will be working directly with people who are in Operations. This course will give you a broad introduction to the field of service operations and it will help you understand how OM impacts service activities.

The design of the course involves lectures, videos, live sessions, and threaded discussions, as the primary vehicle for learning. In addition, a project is due at the end of the term, to give the class a laboratory in which the critical thinking skills that will be sharpened in the class can be used to analyze the current service operation.

### **REQUIRED TEXT**



Book Title: Service Management: Operations, Strategy, Information Technology  
Author: Fitzsimmons & Fitzsimmons  
Publisher: Irwin McGraw Hill  
Edition: 6th  
ISBN: 9780077228491

# POM 624 Management of Service Firms – Quality Systems

## IMPORTANT COURSE POLICIES IN POM624

### INDIVIDUAL AND GROUP STUDENT INVOLVEMENT

The most important part of the online learning experience is the interaction among the students enrolled in the course and between each student and the instructor. I encourage you to interact with your team members and fellow students as often as possible, unless the rules of an assignment ask for your independent work. POM 624 is a fairly rigorous class where all learning must ultimately come together as a system in the minds of the students. This invariably happens for some sooner than others, so bouncing ideas off of other people and testing understanding are invaluable in the learning process.

### PERSONAL INVOLVEMENT AND TIME

Students often have the notion that taking a course online is easier since they don't have to physically go to a classroom. When taking an online course, there are some things that become easier for students. It becomes easier NOT to go to class. However, it also is easier to get behind. Remember that while this medium gives students flexibility in attending class, taking a course online is just more convenient, not easier! You are encouraged to get an early start on your assignments each week and to fully capitalize on the extensive resources associated with this course.

#### **Before you begin the course:**

1. Review the Pre-course Materials and Course Overview including the syllabus.
2. Watch the Video Course Overview by Dr. Partovi.

#### **When you begin the course:**

1. Review the Introduction and Learning Objectives for each Week. These can be found in the Workbook Content folder.
2. Skim each assigned chapter in the book to get a big picture of the material to be covered.
3. Listen to the Week's (modules) Overview audio file.
4. Carefully review the PowerPoint slideshow, **listening to the accompanying audio** for each of the assigned modules and review the content in the Workbook.
5. Participate in the **Threaded Discussion(s)** and complete performance assessments as assigned by the instructor each week.

**Threaded Discussions:** Used by students in the course to (1) communicate with each other and (2) participate in required meaningful conversations based on the coursework.

## **POM 624 Management of Service Firms – Quality Systems**

### **PARTICIPATION**

Since interaction online is critical to effective learning, there will be live classrooms as well as threaded discussions in this course discussing homework and projects. Participation in the threaded and live classroom discussions will be valued at 10% of your grade. You should respond to the threaded discussion by Tuesday at 12midnight of the following week (For example, Week 2 begins on Monday, June 30 so you must post your Week 2 discussion contributions by Tuesday, July 8 at 12 midnight EST). Quality of response is more important than quantity, so please limit your response to within 5-7 sentences. There will be two live sessions in which you present the outline of two specific home works; QFD and DEA, to the instructor and other students for feedback and comments before submission. You may extend the homework as your final project.

### **PROPRIETY OF TEXTUAL COMMUNICATIONS**

Grammar and Spelling are important and "flaming" is not appropriate for this environment. Many people tend to be lax when posting responses to threaded discussions or sending email messages. They may not capitalize words, include punctuation, or pay attention to spelling or typing errors. If this describes your approach, it is recommended that you compose threaded discussion responses or email messages in a word processing program where you can check spelling, edit, and revise your writing. You can then cut and paste the work into the threaded discussion or email message.

### **INSTRUCTOR'S RESPONSES**

Please let me encourage you to contact me immediately if you encounter difficulties in the course. I will recommend my best suggestions to remedy the problems that you are encountering. Our goal is for you to master the material of POM 624 to transform the way you view and analyze service operations.

### **EMAIL AND TELEPHONE PROCEDURE**

When contacting the Instructor or Technical support, please indicate your first and last names, your course "POM 624" and section number e.g. "901" under the email "subject." Failing to do so may cause delay of response. I will be checking my e-mail at a minimum on Mondays and Fridays. Please e-mail to [lebow@drexel.edu](mailto:lebow@drexel.edu), not through BB Vista. If you want a very quick answer please call me at 215-895-2111--- if I am not in leave a message with your phone number. I will return your call shortly.

### **EMAIL ATTACHMENTS**

When attaching a document from your word processor, please save it as a Microsoft Word format document.

## **POM 624 Management of Service Firms – Quality Systems**

### **EMAIL CLASS LIABILITY**

Neither Drexel University nor the instructor can be held responsible for the content of any personal messages which are sent from one student directly to another student using the online email delivery system. It is expected that all students will adhere to accepted codes of ethical, personal, and civil conduct when conversing online using email or engaging in any real time online chat sessions. Failure to abide by such codes of conduct and etiquette may result in expulsion from the course with a failing grade. Consult the official university code of student conduct for further information.

### **TECHNICAL PROBLEMS**

Should you have any technical problems related to this course such as you cannot see the video or Camtasia or you can not download lecture notes and so on, please contact the following people: Dr. Partovi cannot help you with technical issues, only course content. For Technical Issues please contact: Erik Poole, Director of Instructional Technology, LeBow College of Business, Drexel University, Phone: 215-895-2314, e-mail [lebowtech@drexel.edu](mailto:lebowtech@drexel.edu).

### **COURSE PROJECT GUIDELINES**

The project required for this course must focus on a particular decision or improvement in the context of service or manufacturing. An example of topics discussed could be: What technologies or equipment a firm should invest in; Where should the service/manufacturing be located; What kind of personnel do they need for a particular activity; What activity should they benchmark; How should you improve the layout of your offices or machine shops; How do you reduce your inventory; How do you classify inventory? It is recommended that you use some decision-making technique(s)—such as Quality Function Deployment (QFD), Data Envelopment Analysis (DEA), and more—for rationalizing your decision, if appropriate. Your approach in using and integrating the techniques you learned in these courses should be noted and delivery should be in the form of an application. General topics such as Quality Control, Yield Management, Poke-Yokes or Just-In-Time are not acceptable. Again, we are interested in an application.

The title of your paper should reflect the focus clearly. You should have a one-page executive summary. The introductory section (or Executive Summary) of the paper should clearly state the issue or decision within the service or manufacturing firm that you will address. The body of the paper should be logically organized. The coverage should include a brief description of a firm, a decision or problem facing the management of that firm, a description of various alternatives, and the solution using one or more of the techniques covered during this class or POM 601. There should be a consistent flow of topics under discussion throughout the paper with recognizable transitions; in other words, do not jump from one topic to another. There should be a concluding section summarizing the significant findings on the aspects of the topics defined in

## POM 624 Management of Service Firms – Quality Systems

the introductory section.

The paper must reference the relevant literature if applicable. A reference section should be provided at the end of the paper listing all references used in the paper, giving author, title, location where published, and pages in the following format.

1. Garwin, D.A., *Managing Quality*, Free press, New York, 1988.
2. Neely, A. and Wilson, J., "Measuring product goal congruence: An exploratory case study," *International Journal of Operations & Production Management*, Vol.12, No. 4, 1992, pp. 45-52.

Project size must not exceed 15 pages; a separate appendix must not exceed 20 pages. The use of spell check for grammar is recommended.

It is also recommended that students work in groups of three, but individual effort due to job constraints is also acceptable. The grade is based on novelty of the idea/project, organization of the write-up, consistency of the arguments, and presentation.

### ASSIGNMENTS

Assignments will be questions covering selected topics related to the contents and concepts you learned in the Units. Solutions to the Assignments will be posted in "Document Sharing." Although you are not required to submit the solutions to the instructor, it is your responsibility to do the homework because Quizzes and Exams are based on the assignment questions. However, there will be a couple of assignments (QFD and DEA and other topics) which need to be submitted for evaluation and more information about them will be provided during the term.

### EXAMS

There will be two non-cumulative exams as indicated in the syllabus. Each exam will consist of multiple-choice questions and multiple-choice problems. Each of them will last about two-and-a-half hours and they will total 50% of your total grade. Exam 1 will cover Units 1 to 5. Exam 2 will cover Units 6 to 10. Exams are available from the Friday at 12:01 AM EST of the designated weeks until Tuesday night of the following week until 11:59 PM EST. For example, Exam 1 will begin on Friday morning, July 25 at 12:01 AM and conclude at 11:59 PM EST on Tuesday, July 29. THERE WILL BE NO MAKE-UP EXAMS.

### ACADEMIC HONESTY

Cheating and plagiarism are serious misconduct issues that result in negative consequences for all involved in the learning environment. Any serious misconduct of this nature will be addressed directly and expeditiously by LeBow College of Business and Drexel University. In order to protect and maintain a superior learning environment at LeBow College of Business, **all students must review and adhere to Drexel University's Academic Honesty Policy**. For details, see: <http://www.drexel.edu/studentlife/studenthandbook/Handbook.html> (see Code of Conduct under [Judicial Affairs](#)).

## POM 624 Management of Service Firms – Quality Systems

Forms of academic dishonesty include plagiarism, fabrication, cheating, and academic misconduct. Students are responsible for the authenticity of material submitted both for individual and group work. The Hagerty Library offers a brief online tutorial for recognizing and avoiding plagiarism at:

<http://www.library.drexel.edu/resources/tutorials/plagiarism/plagiarism.html>.

If there is evidence that a violation of Drexel University's Academic Honesty Policy has occurred, the faculty member indicates what sanction he/she believes is appropriate to the Department Head, who in turn will determine whether such a sanction is commensurate with the action and evidence, and if necessary makes adjustments to the sanction. For the first infraction, the sanction may include:

- An "F" for the assignment or exam
- Reduction of course grade
- Failure for the entire course, with the inability to withdraw, or other action deemed appropriate by the faculty member. Examples include, but are not limited to, requiring the student to re-take the exam, re-complete an assignment, or complete an assigned exercise.

**The Final Grades in the POM624 course will be assigned as follows:**

A+ = 97-100%

A = 93-96%

A- = 90-92%

B+ = 87-89%

B = 83-86%

B- = 80-82%

C+ = 77-79%

C = 73-76%

C- = 70-72%

D+ = 67-69%

D = 63-66%

D- = 60-63%

F = 59% and below



## POM 624 Management of Service Firms – Quality Systems

### GRADING POLICY

Your grade in this course will be determined with the following allocations:

Activity	Percentage/Activity
Quiz	10%
Exams	50%
Project	30%
Threaded Discussions	5%
Homework	5%
<b>Total</b>	<b>100%</b>



## POM 624 Management of Service Firms – Quality Systems

### COURSE SCHEDULE

Unit -Week	Topic & Case	Reading Assignment
1 (June 23)	The Role of Service in Economy The Nature of Service Organizations	Chapters 1 and 2
2 (June 30)	Understanding What the Customer Wants Building Customer Loyalty	Chapter 3
3 (July 7)	Strategic Service Vision	Chapter 3 Live Class room Office hours with TA (5pm to 7pm) Quiz 1 (starts July 11, ends July 14)
4 (July 14)	Quality Function Deployment (QFD)	Chapter 6: Pages 116-117 QFD HW Live Class Room presentation – July 16th (5pm to 9 pm) & July 17th (5pm to 9pm) QFD HW Assignment Due in Dropbox by July 22
5 (July 21)	Designing Service Delivery	Chapters 11 and 12 Exam 1 (starts July 25, ends July 29)
6 (July 28)	Data Envelopment Analysis (DEA)	Chapter 7 Supplement
7 (August 4)	Managing Capacity and Demand	Chapter 11 DEA HW Live Class Room presentation – August 6th (5pm to 9 pm) & August 7th (5pm to 9pm) DEA HW Assignment Due in Dropbox by August 12
8 (August 11)	Managing Queues	Chapters 12, 16 Live Class room Office hours with TA (5pm to 7pm)
9 (August 18)	Service Encounter & Service Quality	Chapters 8, 6 Course Project Due in Dropbox by August 23
10 (August 25)	Wrap-up Week	Exam 2 (starts August 29, ends September 2)