

Supply Chain Management
Course Number: 22:799:625
Course Title: Service Management

COURSE DESCRIPTION

This course is intended to prepare students for management opportunities in service firms, which represent the fastest-growing sector of the economy. Indeed, service industries account for a majority of the workforce in the U.S. and other industrialized economies in the world. The service sector includes for-profit institutions and non-profit organizations. Examples of services include hospitality, education, legal, entertainment, financial, logistics, healthcare, and government. Outstanding service organizations are managed differently than their competitors. Unlike manufacturing-based companies, successful service organizations have many unique performance measures of success, such as the employees' enthusiasm and quality of customer satisfaction. Beginning with the service encounter, service managers must blend marketing, technology, people, and information to achieve a distinctive competitive advantage.

This course provides a rigorous theoretical and analytical overview of successful service firms. Students taking this course will study critical aspects of service management from an integrated viewpoint. Although this course focuses on both the qualitative and quantitative aspects of operations, the material will also integrate marketing, strategy, information technology, and organizational issues. Finally, this course is also intended to help students discover entrepreneurial opportunities in the vast service economy.

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area(s):

- **Knowledge.** Students should develop an understanding of the "state of the art" of service management thinking and the importance of service industries both domestically and internationally.

Students who complete this course will demonstrate ability:

- a. To structure and solve problems commonly found in service industries using both qualitative and analytical frameworks
- b. To develop an awareness of the opportunities that information technology can offer for enhancing service firms' competitiveness
- c. To study "breakthrough" services in order to understand the operations of successful service firms that can be a benchmark for future management practice
- d. To appreciate and discover the entrepreneurial opportunities in services

- **Effective communication.** Students will be effective and professional communicators:

Students who complete this course will demonstrate

- a. Ability to construct clear, concise, and convincing written business communication
- b. Ability to construct and deliver clear, concise, and convincing oral communication

Students develop these skills and knowledge through the following course activities and assignments:

- **Lectures.** Class lectures generally include a slide deck presentation of the material to transfer the knowledge to the students. Lectures use practical examples from business and industry and interactive group exercises to help ensure thorough comprehension of the material.
- **Class Participation.** Students should be able to communicate their ideas to the class and create a positive learning environment. Through class participation, students will get an opportunity to listen to peers' perspectives and inform them of their own views/opinions. Participating in the question-answer format of instruction will stimulate independence in thought and action. For details, please refer to the section on "Course Requirements and Grades."
- **Mini-Case Presentation.** Each student team will make one case presentation during the course of the semester. Each student in the group must work together in a team for effective analysis of the cases from the book. For further details please refer section on "Course Requirements and Grades".
- **Major Project Report.** Each student will submit a major project report towards the end of the semester. The report should include an effective analysis of an organization leveraging innovative aspects of service management. Students are expected to present an organization overview, the issues, analyses, and recommendations. For further details please refer section on "Course Requirements and Grades".
- **Exams.** The course includes two non-cumulative exams to assess students' knowledge and comprehension formally.

COURSE MATERIALS

- **TEXTBOOK**

The course will use the following textbook:

Title: Service Management: Operations, Strategy, Information Technology (10th Edition)

Authors: Sanjeev Bordoloi, James Fitzsimmons, Mona Fitzsimmons

ISBN 10: 1264098359; ISBN 13: 9781264098354

Publisher: McGraw-Hill

[This textbook is abbreviated as "Fitz" in the tentative course outline]

Chapters from this textbook have been assigned as background reading with the material being covered. Lectures will follow the book. You are especially required to read materials outside of the classroom including, but not limited to, extra readings. Please feel free to share with everybody web-links/photocopies of newspaper/magazine articles informing us of topical issues and events in the world of service management. It will also be useful for you to keep abreast of important issues and events by reading popular business periodicals.

▪ **SLIDE DECKS & OTHER COURSE MATERIALS**

- Slide decks and Video Lectures covering topics in the textbook will be provided to students through Canvas.
- Other course materials will also be provided to students through Canvas.
- Check **Canvas** (canvas.rutgers.edu) and your **official Rutgers email account** regularly for updates and announcements.

ACADEMIC INTEGRITY

Cheating will not be tolerated. Students are responsible for understanding the RU Academic Integrity Policy:

<https://nbacademicintegrity.rutgers.edu/home/academic-integrity-policy/>

The RBS website on academic integrity can be found here -

<http://myrbs.business.rutgers.edu/academic-integrity>

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I reserve the right to screen all written assignment through plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

COURSE REQUIREMENTS AND GRADES

Grading Scheme

The weights given to different activities in determining the final course grade are as follows:

Class participation:	10%
Exam 1:	25%
Exam 2:	30%
Homework Assignments	10%
Mini Case Presentation (MCP)	15%
Peer Evaluation	5%
Instructor Evaluation	10%
Major Project Report (MPR)	10%

Class participation

This being a course requiring careful thinking, the entire class's learning experience will be enhanced by class participation. Through class participation, you will get an opportunity to listen to the perspectives of peers and to inform them of your own views/opinions

Your class participation will be evaluated primarily through the following four mechanisms:

- a. **You will be required to watch an assigned set of video lectures along with the power point slide deck every week by Sunday 11:59 PM.** Utilizing analytics functionality and reports available to us on Canvas, we will know if you have watched the week's assigned videos for the full duration. **You are also required to click the "Mark as Done" button on top of the video page.** This provides your confirmation that you have viewed these videos. Note: To watch the next chapter videos, the previous video-set has to be watched and "mark as done".
- b. **Each team's weekly case presentation video will be made available to the entire class for review by Thursday 9:00 PM on Canvas. You will be required to watch each week's case presentation video by Sunday 11:59 PM** and provide your detailed online peer evaluation (see deadlines in the Team Assignments document provided on Canvas). Your activity of watching the case presentation video will be monitored. You are also required to click the "Mark as Done" button on top of the video page.
- c. After viewing each week's case presentation, **you will be required to submit peer evaluations by Sunday 11:59 PM.** This survey will be available through the assignments/quiz section of Canvas.
- d. **Through the discussion section of Canvas,** share with everybody web-links/copies of newspaper/magazine articles informing us of topical issues and events in the world of service management. It will also be useful for you to keep abreast of important issues and events by reading popular business periodicals.

Exams

There will be two non-cumulative open-book exams in this class. Please refer to the exam schedule in the course outline. **In case you have a conflict with the exam timings, please let the instructor know as soon as possible.** The two exams will be conducted in synchronous mode on Canvas along with a concurrent video-enabled zoom session. There will be no access to phone/internet other than Canvas. You will have to upload exam calculations to Canvas at the end of the exam. The exam will test your ability to analyze and model decision-making using analytical tools. The exams can serve as a tool for self-evaluation, provide feedback and deepen the learning. Please note that the exam will not be a mere exercise in number crunching. They will devote significantly to "why?" and "how?" of analyses.

Homework Assignments

Homework problems will be assigned regularly, relating to the material covered in the class. Since these homework assignments will depend heavily on the class lecture videos, not watching the videos will put you at a disadvantage in doing your homework assignments accurately. Therefore, you are strongly encouraged to follow the weekly schedule for watching the assigned videos. Homework assignments will be posted on Canvas in the assignments section. **The homework submissions will have to be made via the assignment section of Canvas by the specified due date (typically Sunday 11:59 PM).**

Submissions received after the stipulated deadline will not be accepted and be awarded zero grade.

Mini-Case Presentations (20 Minutes)

Each student team will make one case presentation (Powerpoint) during the course of the semester. The case presentation (worth 15% of the grade) will deal with case-studies from the book.

A tentative grading rubric for the case presentations is attached at the end of the syllabus (Page 12). The peer and instructor evaluations for the cases will be based on this rubric. Please craft your presentation in a way that covers the outlined evaluation metrics.

Here are the steps every team will follow for their presentation –

- 1. All team members are required to attend a mandatory Zoom meeting with the instructor and TA on the Monday (9:45 PM/ 10:15 PM) two weeks prior to their presentation.** Based on your case assignment, please check the date of this mandatory meeting for your team in the team assignment document uploaded on Canvas. **The Zoom link for this meeting will be sent via an email invitation by the TA in advance. Please make sure to accept this invitation.**
- 2. Any one designated team member must send by email a draft of your team's presentation by 12 noon on Saturday preceding the week of your presentation.** Please make sure to copy the rest of the team members in the email when the sending the draft. This draft should be close to a final version, which includes all the materials outlined above. At this draft stage, the presentation need not be voice-embedded. This draft presentation needs to be emailed to the Instructor and the TA.
3. We will provide you detailed feedback on your presentation by Sunday night. Please note, that while the deadline for sending the draft presentation is 12 noon on Saturday, you are encouraged to submit it sooner as it will allow us to send you the feedback earlier as well.
4. You must incorporate this feedback into your presentation and make it voice-embedded.
- 5. Your final voice-embedded presentation should be a Powerpoint file that has to be uploaded by Wednesday, 12 noon, for the week of your presentation.** The upload link will be available under the assignments section of Canvas. Only one team member should upload the presentation on behalf of the team.
- 6. This presentation would then be made available to the entire class for watching and providing peer evaluation by Sunday, 11:59 PM of that week.**

A detailed schedule for each team is provided in the team assignment document. Please review this document carefully for the specific dates of the mandatory meeting, due date/time for your draft presentation and the due date/time for uploading the final voice-embedded presentation on Canvas.

Note: You should *not* cut-and-paste verbatim material from Web pages or copy verbatim material from any other sources unless you use that material as exact quotes. In that case, be sure to enclose any pasted text material in double-quotes and to provide an exact reference for it. All pasted graphs and charts should also be properly referenced. If you are unsure about referencing materials, please see the Academic Integrity information available here: <https://policies.rutgers.edu/10213-currentpdf>

Major Project Report (5 pages, Single-spaced)

In addition to the abovementioned Mini-Case Presentations, each student will, **individually**, prepare and submit a major project report (worth 10% of the grade) at the end of the semester. The report should be submitted in pdf format. The upload link will be available under the assignments section of Canvas.

The Major Project Report will involve each student proposing, justifying, developing, and rigorously demonstrating the impact of an innovative service management solution in an actual organization. Choose an organization that is of interest to you, and you are able to link it with the lesson(s) learnt in the course. The selection of organization must be shared with the instructor by the deadline stipulated in the course outline. You are encouraged to submit it sooner as it will allow the instructor to confirm your choice of organization earlier as well.

The company of your choice must be analyzed using principles of service management learnt in the class. The report will be graded on the quality of content, organization, clarity, and insightfulness. **The report should be single-spaced, not more than 5 pages (excluding figures and references), and should include a central issue that is deliberated upon.** A template for a major project report is provided below

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- Introduction - Company Overview (short) – A brief background of the company
- Situation - Problem statement
- Analysis
 - General analysis
 - Apply principles of service management to the problem
 - Deliberate alternative solutions – 2 or 3 maximum
- Recommendations
 - Key recommendation – The key recommendation should be one of the alternative solutions proposed in the ‘Analysis’ section
 - Explain why your recommendation work
 - The limitations/risks/downside(s) of your recommended solution
- Conclusion - Brief summary and identify key takeaways

The report must also include at least two illustrative figures/diagrams, and all references should be provided at the end of the report.

Note: You should *not* cut-and-paste verbatim material from Web pages or copy verbatim material from any other sources unless you use that material as exact quotes. In that case, be sure to enclose any pasted text material in double-quotes and to provide an exact reference for it. All pasted graphs and charts should also be properly referenced. If you are unsure about referencing materials, please see the Academic Integrity information available here: <https://policies.rutgers.edu/10213-currentpdf>

TENTATIVE COURSE OUTLINE (Note: This is only a tentative outline. Actual schedule may not exactly follow this tentative outline.)

Class	Material
1	<p>Introduction to Service Management, Course Outline (Synchronous Online Lecture (45 mins) on Wednesday 1/17, 9:00 PM conducted via Zoom)</p> <p>https://rutgers.zoom.us/j/97926330163?pwd=SkxRbVZ3aUtQZzRKRWwRVhEL2JQU09</p> <p>Complete Data Sheet and Submit on Canvas</p> <p>Chapter 1: The Service Economy</p> <p>Chapter 2: Service Strategy</p>
2	<p>Chapter 2 (Cont'd): Service Strategy</p> <p>Chapter 3: New Service Development</p>
3	<p>Chapter 4: The Service Encounter</p> <p>Chapter 5: Supporting Facility and Process Flows</p> <p><i>Team 1: XPresso Lube (Fitz: Ch 1: Case 1.2: Pg. 24-25)</i></p> <p><i>Team 2 – United Commercial Bank and El Banco (Fitz: Ch 2: Case 2.1: Pg. 51-54)</i></p>
4	<p>Chapter 5 (Cont'd): Supporting Facility and Process Flows</p> <p>Chapter 6: Service Quality</p> <p><i>Team 3 – Zoom Video Communications (Fitz: Ch3: Case 3.3: Pg. 85-86)</i></p>

Class	Material
5	Chapter 6 (Cont'd.): Service Quality Chapter 7: Process Improvement <i>Team 4 – Enterprise Rent-A-Car (Fitz: Ch 4: Case 4.2: Pg. 106-108)</i>
6	Chapter 8: Service Facility Location <i>Team 5 – Health Maintenance Org. (A) (Fitz: Ch 5: Pg. 135)</i>
7	Chapter 8 (Cont'd.): Service Facility Location Chapter 9 : Service Supply Relationships Deadline for Major Project Report (MPR) company selection <i>Team 6 – The Complaint Letter (Fitz: Ch 6: Case 6.2: Pg. 172-174)</i>
8	Review for Exam 1
9	Exam 1 [Chapters 1 to 7 will be tested on this exam] – Online Synchronous Mode
10	Spring Recess
11	Chapter 10: Globalization of Services Chapter 11 : Managing Capacity and Demand <i>Team 7 – Sonora County Sheriff (Fitz: Ch 7: Case 7.1: Pg. 195-196)</i> <i>Team 8 – Health Maintenance Org. (C) (Fitz: Ch 8: Case 8.1: Pg. 235-237)</i>
12	Chapter 11 (contd.): Managing Capacity and Demand Chapter 12 : Managing Waiting Lines <i>Team 9 – Evolution of B2C E-Commerce in Japan (Fitz: Ch 9: Case 9.2: Pg. 265-268)</i>
13	Chapter 12 (contd.): Managing Waiting Lines

Class	Material
	Team 10 – FedEx:Tiger Int. Acquisition (<i>Fitz: Ch 10: Case 10.2: Pg. 286-289</i>)
14	Chapter 13: Capacity Planning and Queuing Models Team 11 – Eye'll Be Seeing You (<i>Fitz: Ch 12: Case 12.2: Pg. 347-348</i>)
15	Exam Pointers and Course Takeaways Major Project Report Submission Team 12 – Renaissance Clinic (A) (Ch. 13: Fitz: Pg. 373-374)
16	Review for Exam 2
17	Exam 2 [Chapters 8 to 13 will be tested on this exam] – Online Synchronous Mode

CODE OF CONDUCT

The code of student professional conduct can be found at -

<https://myrbs.business.rutgers.edu/students/code-professional-conduct>

BIAS INCIDENTS

An act – either verbal, written, physical, or psychological that threatens or harms a person or group on the basis of actual or perceived race, religion, color, sex, age, sexual orientation, gender identity or expression, national origin, ancestry, disability, marital status, civil union status, domestic partnership status, atypical heredity or cellular blood trait, military service or veteran status.

Bias incidents can be reported online at:

[New Brunswick campus - Bias Incident Report Form](#)

[Newark campus - Bias Incident Report Form](#)

ARTIFICIAL INTELLIGENCE AND CHAT GPT

Use of AI such as Chat GPT is only permitted to help you brainstorm ideas and see examples. All material you submit must be your own.

SUPPORT SERVICES

If you need accommodation for a **disability**, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the

Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ODSNewark@Newark.Rutgers.edu]

If you are **pregnant**, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek **religious accommodations**, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of **gender or sex-based discrimination or harassment**, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services—New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional **academic assistance**, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

If you are in need of **Short-term Absence Verification**: The Office of the Dean of Students can provide assistance for absences related to religious observance, emergency or unavoidable conflict (illness, personal or family emergency, etc.). Students should refer to University Policy 10.2.7 Students requesting a letter of verification should submit information using the following link: <https://go.rutgers.edu/Verification>.

If you are in need of **Assistance with temporary conditions/injuries**: The Office of the Dean of Students can assist students who are experiencing a temporary condition or injury (broken or sprained limbs, concussions, or recovery from surgery). Students experiencing a temporary condition or injury should submit a request using the following link: <https://temporaryconditions.rutgers.edu>

If you are in need of **Assistance with Crisis and Concerns**: The Campus Awareness Response and Education (CARE) Team works with students in crisis to develop a plan of support plan and address personal situations that might impact their academic performance. Connect with the CARE Team by using the following link: <https://go.rutgers.edu/RUNReportingForm> or emailing careteam@newark.rutgers.edu.

If you are in need of **Assistance with Psychological Support (Stress, Mood, Family Issues, Substance Use concerns and other personal challenges)**: The Rutgers University-Newark Counseling Center provides individual therapy and support groups for students dealing with psychological issues. To schedule an appointment, email counseling@newark.rutgers.edu or call (973) 353-5805.

Peer Evaluations for Mini Case Presentations

Evaluator's Name: _____

Group Member(s): _____

Case Title: _____

Please rate each case study presentation based on the criteria listed below. It is important that help each group improve and refine their presenting skills, so please provide constructive feedback on each group's presentation. The rankings are as follows: 0 = 0% (Lowest), 1 = 10%, 2=20%, 3=30%, 4=40%, 5=50%, 6=60%, 7=70%, 8=80%, 9=90%, 10=100% (Highest)

Please Circle the appropriate rank **and include qualitative comments for each of your responses below.**

1. Clarity of Case Synopsis: 1 2 3 4 5 6 7 8 9 10

Comments:

2. Accuracy of Case Synopsis: 1 2 3 4 5 6 7 8 9 10

Comments:

3. Accurate answers to questions in the case: 1 2 3 4 5 6 7 8 9 10

4. Ability to link the presentation with real-life situations beyond the case itself:: 1 2 3 4 5 6 7 8 9 10

Comments:

5. Use of multi-media presentation tools: 1 2 3 4 5 6 7 8 9 10

Comments:
