

## **MGT657WS Operations Management**

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### **Course Description – MGT657WS Operations Management**

The course studies general management areas for operations, both manufacturing and services. However, the focus of the course is on the service sector. There is emphasis on service operations issues with an overall focus on productivity and total quality management. Topics include quality control and quality management, systems of inventory controls, work and materials scheduling and process management. Recent developments regarding the use of Internet and other technological innovations in service will be studied as well as continuous improvement methods, forecasting, outsourcing and the globalization of services. Topics, not included in the text, such as RFID, Enterprise Resource Planning (ERP) and work in Virtual Groups are also included. Many separate topics are included in the course. This precludes in-depth treatment. Rather, useful perspective and familiarity on these topics are provided. Emphasis is given to the analysis of case studies. There are numerous writing assignments and high standards for written submissions are stressed.

**Please note that, as the title of the text suggests, the emphasis for this course is the Service Sector and not the Manufacturing Sector.**

**Text:** Service Management – Operations, Strategy, Information Technology Fifth Edition by James A. Fitzsimmons and Mona J. Fitzsimmons with Student CD ISBN 007 312 2580 McGraw-Hill Irwin Publishers

**4 Case Studies from the Harvard Business School Press** - see:  
<http://www.hbsp.harvard.edu>

Supply Chain Management at World Co. (HBS 9-601-072)  
Laura Ashley and Federal Express Strategic Alliance (HBS 9-693-050)  
RFID at the METRO Group (HBS 9-606-053)  
SAP's Platform Strategy in 2006 (HKU564)

### **Course Objectives**

- Study “breakthrough” services which, if successful, serve as benchmarks for future practices.
- Develop an understanding of “state of the art” of service management thinking.

- Develop an awareness of opportunities that information technology has for enhancing service firm competitiveness.
- Appreciate organizational significance of managing the service encounter to achieve internal and external customer satisfaction.
- Understand dimensions of service growth both domestically and internationally.
- Gain an appreciation of complexities associated with implementing change.
- Appreciate entrepreneurial opportunities in services.

### **Course Schedule**

- \*Week/January 22 Orientation
- \*Week/Jan 29 Module #1 – Chapters 1&2 Cases Village Volvo and Xpresso Lube  
**Assignment of non graded Case Study due February 4**
- \*Week/Feb 5 Module #2 – Chptrs 3&4 Cases 100 Yen Sushi House & Com'ty Cleaning  
**Assignment of graded Case Study due February 11**
- \*Week/Feb 12 Module #3 – Chapter 5 Case Amazon.com  
**Assignment of graded Case Study due February 18**
- \*Week/Feb 19 Module #4 – Chapter 6  
**Assignment of Essay #1 due March 4**
- \*Week/Feb 26 Module #5 – Chapter 6 Supp
- \*Week/March 5 Module#6 – Chapter 9  
**Assignment of Essay #2 due March 18**
- \*Week/March 12 Module #7 – Chapter 10
- \*Week/March 19 Module #8 – Chapter 17  
**Assignment of Term Paper - Part I due April 8; Part II due April 19**
- \*Week/March 26 Module #9 – Chapter 15 Supply Chain World Co. Case
- \*Week/April 2 Module #10 – Chapter 16 Laura Ashley-FedEx Case
- \*Week/April 9 Module #11 – RFID Readings & RFID at the METRO Case
- \*Week/April 16 Module #12 –Virtual Team Readings
- \*Week/April 23 Module #13 –ERP Readings & SAP Platform Strategy in 2006 Case

Note that Chapters 7, 8, are not included in the course material. Chapters 11, 12, 13 and 14 are not addressed in as much detail as other parts of the text.

### **Expectations and Overview**

Students should read the relevant text material, instructor discussion notes, Harvard Press Case Studies and supplementary materials which will be assigned during the semester. Students should also review the Power Point Slides that are associated with the course.

These are on the CD packaged with the text. In some, but not all, cases, I will provide commentary regarding the Power Point Slides.

The text presents many topics. It is not possible to study all of them in depth during this course. You should gain familiarity with the content of the text, but in each chapter we will concentrate discussions, homework and analysis on a limited number of topics.

Every week there will be one or more discussion topic presented. Every student is expected to respond to the topic in the threaded discussion area of WebCT and also engage in one follow-up responses to the postings of at least two other students.. Postings and responses should deal with salient aspects of the topic, but not be of length greater than 500 words. **All work posted to the Discussion area should be in open text, not contained in an attachment.**

Two essays will be assigned during the semester that will be of approximately 1500 – 1750 words in length. These assignments will be given at least two weeks prior to the due date.

Case studies from the text book and from Harvard Business School Press will be discussed during the course. Some of these will be assigned as general homework. Two will be assigned as graded homework.

A term paper of approximately 5,000 words will be due April 20th. It will be used for discussions during the week of April 23rd. This assignment will be made on March 19<sup>th</sup>. Essay and Term Paper assignments will be made with due consideration for a student's background and interests.

The schedule is based upon 13 modules that are completed in 13 weeks with each week identified by the Monday date. Assignments are due at 11:59PM on the Sunday evening proceeding each Monday. The only exception is for the final week, when assignments are due by 11:59PM on Friday, April 27.

Some aspects of the course are approached from a qualitative and descriptive point of view while others are quantitative. Students should be familiar with basic topics in Statistics and Probability. Also, students will be expected to make use of the Stevens Library on-line full-text journal data base resources.

### **Grading**

Discussion performance	20%
Essays & Case Studies	40%
Other Graded Homework	20%
Term Paper	20%
	<hr/>
	100%

All email, discussion commentary, assignment submissions and other course related work **MUST** be transmitted using the WebCT site for this course. Materials or communications sent via Stevens Pipeline accounts will not be accepted.

Note that when posting material in the discussion section or via email in WebCT you can invoke the HTML Editor which includes a spell checking function that is identified as a check with the adjacent letters “abc”.

### **Expository Writing**

Whether it is called an Essay or a Research Paper, a homework assignment in any management course is almost certainly an exercise in Expository Writing. It should be understood that Case Study, Essay and Term Paper assignments in this course are, in fact, requests for expository writing.

Expository writing generally presents a subject in detail. It might be an elucidation of known facts, a critique, an argument for a particular point of view or an explanation of a complex concept.

Such writing, in an academic setting, ought to be clear in its presentation and logical in its organization. When assertions are put forth, they should be substantiated. When facts are presented there should be references to the origin of the information.

When references are presented they should be tied to the specific item that is being referenced. This can be done with a footnote or within a parenthesis immediately after the item. Simply listing references at the end of a writing assignment does not sufficiently identify sources.

When full sentences and/or paragraphs are taken from a reference it is essential that they be placed within quotation marks and that the source be noted. Not to do so constitutes plagiarism and is an extremely serious offense. .

For your future written assignments, I will be quite critical of poor writing. Partial sentences and garbled sentences are inexcusable. You can almost always identify awkward sentence by simply reading your assignment silently to yourself and seeing if it flows smoothly.

You should also be on guard for run-on sentences. These are sentences that contain multiple ideas that should be broken up into separate statements.

The use of a spelling checker as well as a grammar checker will turn up many of the errors that I have cited.

Finally, be careful to organize your ideas. The use of headings and subheading can be extremely helpful in expository writing. Simply taking material that you have found and inserting it on the page willy-nilly is not acceptable.

By and large, the quality of writing of the class is quite good. However, almost everyone needs to pay attention to one or more of the items mentioned above.

I look forward to reading your future assignments.

### **Ethical Conduct**

The following statement is printed in the Stevens Graduate Catalog and applies to all students taking Stevens courses, on and off campus.

“Cheating during in-class tests or take-home examinations or homework is, of course, illegal and immoral. A Graduate Academic Evaluation Board exists to investigate academic improprieties, conduct hearings, and determine any necessary actions. The term ‘academic impropriety’ is meant to include, but is not limited to, cheating on homework, during in-class or take home examinations and plagiarism.”

Consequences of academic impropriety are severe, ranging from receiving an “F” in a course, to a warning from the Dean of the Graduate School, which becomes a part of the permanent student record, to expulsion.

*Reference: The Graduate Student Handbook, Academic Year 2003-2004 Stevens Institute of Technology, page 10.*

Consistent with the above statements, all homework exercises, tests and exams that are designated as individual assignments must contain the following signed statement before they can be accepted for grading.

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I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.

Name (Print) \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_

Please note that assignments in this class may be submitted to [www.turnitin.com](http://www.turnitin.com), a web-based anti-plagiarism system, for an evaluation of their originality.

EAF 12/16/06