Course Information Sheet

OPM 3000
Service Operations Management

Semester	Fall 2024
Course	OPM 3000, Service Operations Management
Class Number	15628
Room	NVC 7-150
Class Days/Times	Wednesday, 6:05-9:00 PM
Department	Narendra Paul Loomba Department of Management
Instructor	Cory Labanow, PhD
Phone	914-270-0460
Email	Cory.Labanow@baruch.cuny.edu
Office Hours	Wednesdays, 9-10 PM in Room 7-150 (or by appointment)

Description

This is an introductory course intended to provide the student with a mix of theoretical and practical knowledge about managing service operations in businesses such as financial services, retail hospitality, healthcare, transportation, and small business. This course is organized around principles including the strategic role of operations for competitiveness and sustainability, and the design of processes, service offerings, and supply chains. Students will learn the use of tools and techniques for planning, control, and continuous improvement of service delivery processes. *3.0 hours; 3.0 credits.*

Prerequisites

Completion of math requirement for the BBA degree (MTH 2205/2207/2610 or equivalent and STA 2000, i.e., calculus and business statistics).

Course Objectives

Upon completing OPM 3000, a student will be able to do the following:

1. Explain the **principles of managing business operations** and how operations executes a firm's strategy and interacts with marketing, finance, information technology, and accounting.
2. Apply **business process analysis skills** to enable students to manage business operations—to map processes, break them into individual steps, quantify financial flows, identify value, manage variability, and match capacity with demand.
3. Describe **business process improvement tools** such as Lean, Six Sigma, and Statistical Process Control to remove waste and variability from processes, identify defects, and continuously improve quality operations.
4. Explain **inventory and supply chain management**, including using tools and techniques for handling perishable and nonperishable inventories, and strategic and tactical supply chain decisions.
5. Build analytical **forecasting models** to predict operational demand, understand the role of the forecasting function, and assess the likely accuracy of forecasts.

6. Employ **project management fundamentals** to map projects, analyze and identify critical tasks, monitor progress, identify variances, and allocate resources correctly to deliver on specifications, under cost, and under time.
7. Strengthen **quantitative reasoning skills** and build analytical models for operational decision-making throughout the course.

BBA Learning Goals Addressed

The faculty of the Zicklin School of Business has adopted seven (7) "Learning Goals" for BBA students. The purpose of these goals is to create a common understanding between students, faculty and potential employers of the core objectives for a business education. The seven goals, together with assessment criteria, can be viewed at http://zicklin.baruch.cuny.edu/zk/resources/teaching/aol/undergraduate/bba

The following Zicklin BBA Learning Goals will be addressed in this course:

1. **Analytical Skills**: Students will possess the analytical and critical thinking skills to evaluate issues faced in business and professional careers.
2. **Technological Skills**: Students will possess the necessary technological skills to analyze problems, develop solutions and convey information.
3. **Oral Communication Skills**: Students will have the necessary oral communication skills to convey ideas and information effectively and persuasively.
4. **Written Communication Skills**: Students will have the necessary written communication skills to convey ideas and information effectively and persuasively.
5. **Civic Awareness and Ethical Decision-Making**: Students will have the knowledge base and analytical skill to guide them when faced with ethical dilemmas in business. Students will have an awareness of political, civic and public policy issues affecting business.
6. **Global Awareness**: Students will know how differences in perspectives and cultures affect business practices around the world.
7. **Proficiency in a Single Discipline**: Students will possess a deep understanding of and intellectual competence in at least one business discipline.

BBA Learning Goal	Significant Focus	Moderate Focus	Minimal Focus
Analytical Skills	✓		
Technological Skills		✓	
Oral Communication		✓	
Written Communication			✓
Civic Awareness & Ethical Decision-making		✓	
Global Awareness	✓		
Proficiency in a Single Discipline		✓	

Course Schedule

Date	Topic(s)	Reading(s)	Key Question(s)
8/28/24	• Operations vs. Strategy • Syllabus Review • Intro to Services Economy		• What do you need to know to run a business? How does operations support strategy?
9/4/24	• Service Strategy • Business Processes and Profitability		• How do competitive forces affect operations? • How are process and profitability linked?

9/11/24	• Business Processes and Strategic Decisions	• Benihana of Tokyo • Southwest Airlines: In a Different World	• How can business decisions be driven by processes?
9/18/24	• Business Processes and Strategic Decisions • The Business Process of Innovation	• JetBlue Airways: Valentine's Day 2007 • IDEO: Human-centered Service Design	• How do firms manage risks to processes? • What is the process of innovation?
9/25/24	• Impact of Automation and Artificial Intelligence on Business Processes	• GROW: Using AI to Screen Human Intelligence	• What does the rise of robotics, automation, and AI mean for knowledge workers? • What are the challenges of variability?
10/9/24	• Inventory Management	• Gap, Inc., 2019 • What Business Is Zara In? (Revised)	• How can a business's supply chain and inventory management be a competitive advantage?
10/16/24	• Supply Chain Strategy and Integration • Psychology of Queuing • Interviewing Workshop	• What IKEA Do We Want?	• How can a business's supply chain and inventory management be a competitive advantage?
10/23/24	• Supply Chain Strategy and Integration • Networking Workshop	• Bergerac Systems: The Challenge of Backward Integration	• When is it appropriate to integrate your supply chain?
10/30/24	• Quality and Improving Operations		• When is quality important? How do we measure service quality?
11/6/24	• NO CLASS		
11/13/24	• Service Operations and Technology Platforms	• The Voice War Continues: Hey Google vs. Alexa vs. Siri in 2022	• How are service operations and competition affected by technology platforms?
11/20/24	• Forecasting and Demand Planning • Project Management		• Why is forecast accuracy important? How accurate is accurate enough?
12/4/24	• Service Location	• Desi Shack: Location Choice in the Big Apple • Coffee Wars in India: Starbucks 2012	• What should you consider when expanding your business?
12/11/24	• Location and Technology	• Amazon Go: Evolving into Offline Retail	• What should you consider when expanding your business?
12/19/24	• Exam #3 Deadline		

Grades and Expectations from Students

The course deliverables are weighted as follows in determining your overall course grade. The reading assignments and the exams will be completed via Blackboard.

Date(s)	Exam/Assignment	% Grade	Course Learning Goals	BBA Learning Goals
9/10/24	Benihana of Tokyo	2.75%	Apply business process analysis skills	Analytical Skills Oral Communication

9/10/24	Southwest Airlines: In a Different World	2.75%	Apply business process analysis skills	Analytical Skills
9/17/24	JetBlue Airways: Valentine's Day 2007	2.75%	Strengthen quantitative reasoning skills and build analytical models	Analytical Skills Written Communication
9/17/24	IDEO: Human-centered Design	2.75%	Apply business process analysis skills	Analytical Skills Oral Communication
9/20/24	SAM Excel: Project 1	1.6667%	Strengthen quantitative reasoning skills and build analytical models	Technological Skills
9/26/24	**Exam 1**	**20%**	Explain principles of managing business operations Apply business process analysis skills	Analytical Skills Written Communication
9/24/24	GROW: Using AI to Screen Human Intelligence	2.75%	Explain principles of managing business operations	Civic Awareness & Ethical Decision-making
10/11/24	SAM Excel: Project 2	1.6667%	Strengthen quantitative reasoning skills and build analytical models	Technological Skills
10/8/24	Gap, Inc., 2019	2.75%	Explain inventory and supply chain management	Global Awareness
10/8/24	What Business Is Zara In?	2.75%	Explain principles of managing business operations	Analytical Skills
10/15/24	What IKEA Do We Want?	2.75%	Explain inventory and supply chain management	Global Awareness Analytical Skills
11/8/24	SAM Excel: Project 3	1.6667%	Strengthen quantitative reasoning skills and build analytical models	Technological Skills
10/22/24	Bergerac Systems: The Challenge of Backward Integration	2%	Strengthen quantitative reasoning skills and build analytical models	Analytical Skills Technological Skills
11/12/24	The Voice War Continues: Hey Google vs. Alexa vs. Siri in 2022	2.75%	Explain principles of managing business operations	Analytical Skills
10/31/24	**Exam 2**	**20%**	Strengthen quantitative reasoning skills and build analytical models	Analytical Skills Written Communication
12/2/24	Desi Shack: Location Choice in the Big Apple	2.75%	Explain principles of managing business operations	Analytical Skills Oral Communication
12/2/24	Coffee Wars in India: Starbucks 2012	2.75%	Explain principles of managing business operations	Analytical Skills Oral Communication
12/10/24	Amazon Go: Evolving into Offline Retail	2.75%	Explain principles of managing business operations	Civic Awareness & Ethical Decision-making

12/19/24	**Exam 3**	**20%**	Build analytical forecasting models Explain the principles of managing business operations	Analytical Skills Written Communication

There are no "bonus projects" you can do for extra credit. You must also pass at least one of the exams (minimum score of 60%) to pass the entire course.

Grading is not to a curve. Accumulated points will be calculated as a percentage and reported as a letter grade using the following scale (source: Baruch College Faculty Handbook). I do not round up grades.

% of Points Earned	Letter Grade	GPA Value
93.0–100.0	A	4.0
90.0–92.999	A-	3.7
87.0–89.999	B+	3.3
83.0–86.999	B	3.0
80.0–82.999	B-	2.7
77.0–79.999	C+	2.3
73.0–76.999	C	2.0
70.0–72.999	C-	1.7
67.0–69.999	D+	1.3
60.0–66.999	D	1.0
Below 60.0	F	0.0
	WU	0.0
	WN	0.0
	PEN	0.0

SAM Excel Project

The Excel Project consists of three projects to be completed via the SAM online platform. These projects are intended to improve your Excel skills and familiarize you with business spreadsheet applications. Successful completion of the three projects will constitute 5% of your final grade. All details will be available on Blackboard. Do not contact me for assistance related to Excel projects. Direct your questions to the Excel helpdesk at http://blogs.baruch.cuny.edu/excelhelp/

Materials

- **Required.** Assorted cases and readings. Cases are available through my coursepack at https://hbsp.harvard.edu/import/1199884. If you don't have account already, you will need to create one.
- **Optional.** *Operations Management* with Connect Access Card by G. Cachon and C. Terweisch, McGraw Hill, 3rd edition. Connect access with the eBook: ISBN 9781266722103. If you want this plus the loose leaf textbook: ISBN 9781266744068, or here.

Attendance and Lateness Policies

My goal is to make each class session worth your time and energy. You are expected to attend each class session.

Policies for Make-Up Exams

If you need to take a make-up exam, please contact me and we will make arrangements accordingly.

Classroom Management Policies

My goal is for students to be co-creators of our learning experience. This involves sharing thoughts with the entire class or in our small group discussions, listening attentively to your classmates, and not being distracted by technology during our class sessions.

Student Tutoring Services

Baruch's Student Academic Consulting Center (SACC) helps more than 5,000 students each year in a wide range of subjects and employs more than 100 students as peer tutors. Tutors will be available to assist OPM 3000 students. If you feel you are having difficulties learning the material, contact me first. In addition, you can also consider the tutoring option. See http://www.baruch.cuny.edu/sacc for more information.

Students with Disabilities

Students with disabilities may be eligible for a reasonable accommodation to enable them to participate fully in courses at Baruch. If you feel you may be in need of an accommodation, please contact the staff at the Office of Services for Students with Disabilities, Newman Vertical Campus, Room 2-271, in person or by phone at (646) 312-4590. For more information, see http://www.baruch.cuny.edu/studentaffairs/ossd/disabilityServices.htm.

Religious Beliefs

If you would like an accommodation for religious beliefs, please contact me. You can find more detail on the school's policies here: https://www.cuny.edu/about/administration/offices/legal-affairs/policies-resources/reasonable-accommodations-and-academic-adjustments/vi-religious-accommodations/

Academic Integrity

I fully support Baruch College's policy on Academic, which states, in part:

> "Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned."

Posting or accessing course questions or assignments and/or related answers on Chegg and any other similar online site would be an infringement of Baruch's academic honesty and integrity policy. Please be aware that Baruch has the capability to track such actions and identify offenders (and has done so in the past).