

Amrita School of Business
Amrita Vishwa Vidyapeetham
Coimbatore
Term IV (27 June – 16 Sept 2016)

Course Title: Service Operations Management
Course Code: OM618
Specialization: Operations
Course Instructor: Hemamala. K
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Office: F-7
Office hours: Monday- Friday 2:00 – 4:00 pm

Service Operations Management Course Plan

Course description

Services are becoming crucial in a country's development, even for the achievement of the Millennium Development Goals, such as poverty reduction and access to basic amenities, like education, water and health. For countries like ours, services are giving an all new visibility for businesses in the global arena. Services – whether medical treatment, legal / financial advice, or art performances, are highly differentiated and customized. While costs still need to be managed, services open an entirely new set of challenges in the time and quality dimensions. The knowledge of managing conventional manufacturing processes is not adequate to take on the service operations management challenges of today. Given the differences between the nature of services and products, it is critical to understand systematically the design and delivery of the services in order to be successful in the service businesses.

This course is about understanding services and the unique challenges they pose. With It focuses on the key areas of services business - building a services-based business strategy, designing services and the service delivery system and identifying and resolving the quality challenges in services.

Course Objectives

On completion of this course, students will be able to

1. Demonstrate an understanding of services concept and compare and contrast services with products
2. Identify and appreciate the strategic role that services play in a business
3. Design a service delivery system for a given set of deliverables to its customers
4. Recognize and resolve the issues in managing service operations
5. Assess and enhance the quality of the service offered to the customer

The highlighted course objectives above support the program level learning goal of “**CRITICAL and INTEGRATIVE THINKING**”.

Learning expectations

During the course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct. Students shall come prepared to all the classes, participate in the classes and contribute to the overall learning in the classes.

Assessment

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|-------------------------------------|-----|
| • Class participation / preparation | 20% |
| • Field trip learning* | 20% |
| • Mid- term exam | 30% |
| • Final Exam | 30% |

**A field trip will be done pre mid-term, accompanied by the instructor. A summary of learning from the visit is due for submission post midterm for assessment.*

Text Book and Materials

1. Fitzsimmons, James A., and Mona J. Fitzsimmons, ***Service Management: Operations, Strategy, and Information Technology***, 2nd ed., Irwin/McGraw-Hill.
2. Copies of cases and readings

Session Plan

S. no	Topic	Chapter	Readings	Case study
1	A. Introduction to Services Operations Management:	1, 2		
2	Nature of Services		<i>Discussion:</i> 'Why service businesses are not product businesses?', S. Nambisan	
3				Village Volvo
4	B. Services and Competitive Strategy:	3, 4	<i>Discussion:</i> 'A framework for analysing the service operations', Bitran	
5	Competitive service strategies			America West Airlines
6	Service competitiveness		<i>Discussion:</i> 'Beyond products – a service-based strategy', Quinn, Doorley, Paquette	
7	C. Designing the Service Enterprise:	5, 6, 7	<i>Discussion:</i> 'The service-driven service company', Schlesinger & Heskett	100 Yen sushi house
8	Service blueprinting		In-Class exercise / <i>Assignment</i>	
9	Service system design		<i>Discussion:</i> 'Production-line approach to services', Theodore Levit	
10	D. The Supporting Facility:			
11	Designing 'Servicescapes'			
12	Service design and layout		<i>Presentation on the services field visit</i>	
13	Service process analysis			
14	Service facility location: consideration and techniques			Central Market
15	E. Managing Service Operations:	9, 10, 11, 13	'Where does the customer fit in a service operation?', Richard.B.Chase	
16	Understanding the customer: Discussions		'Understanding customer delight and outrage', Schneider & Bowen	The customer's revenge

17	The service profit chain		'Putting the service profit chain to work', Heskett, Jones, Sasser,	
18	<i>Managing supply and demand: Strategies for managing Demand</i>		'Match supply and demand in service industries', W. Earl Sasser	
19	Yield Management		'Service companies: Focus or Falter', Davido & Uttal	
20	D. Services Quality Management:	6	Zero defections: Quality comes to services', Reichheld & Earl Sasser	
21	Walk through service audits		<i>Assignment</i>	
22	Measuring services quality – SERVQUAL		'The four things that the services business must get right', Frei	
23	Tools and programs for achieving service quality			The complaint letter
24	<i>Course Summary</i>			

Note: The number of sessions may exceed by 10% to allow time for overruns in case discussions.