

ISM 206: Service Operations and Management

Credits: 3

Lecture Hours: 48

Course Objective:

This course aims to provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service. There must be a strategy for providing service, which matches the target market with the strengths of the Service Company. Furthermore, the operational decision-making must support the service strategy of the company.

Course Description

This course contains introduction, Service Strategy, Managing Service Operations and Processes, Productivity and Quality Improvement, Resource Utilization.

Course Details

Unit 1: Introduction

LH 9

Concept and characteristics of services, types of services, service processes, success of a service operation, the service as a strategic tool, focused and unfocused service operations, differentiation between goods and services, critical factors of success, service management, service marketing environment, sources of service sector growth, challenges confronted by the service sector, the service product, new product development, product life cycle strategies, branding the service product, emerging service sectors in Nepal- banking, insurance, retailing and tourism services.

Unit 2: Service Strategy

LH 8

Concept, distinctive characteristics of service operations, classifying services for strategic insights, the strategic service vision, service design elements, competitive environment of services, competitive service strategies- overall cost leadership, differentiation, focus; winning customers in the market place, the virtual value chain.

Unit 3: Managing Service Operations and Processes

LH 13

Concept, managing demand and supply, customer' role in service delivery, types of supply relationships, managing service supply chains, managing through intermediaries, supply partnerships, service guarantees, service process matrix, service level agreement; managing facilitating goods- role of inventory in services, characteristics of inventory systems and relevant cost and inventory system; order quantity models- EOQ, inventory model with quantity discount, inventory model with planned shortage; inventory control system- continuous review system, periodic review system and the ABCs of inventory control.

Unit 4: Productivity and Quality Improvement

LH 10

Concept, service quality, model of service quality, customer value equation, stages in service firm competitiveness, making continuous improvement a competitive strategy, walk-through audit, quality and productivity, blueprint for service excellence, quality and productivity improvement process, quality tools for analysis and problem solving.

Unit 5: Resource Utilization**LH 8**

Concept, capacity management, operations planning and control, managing bottlenecks and queues, managing the capacity zone, improving the resource utilization, performance management and measurement, the purpose of measurement, a balance of measures, benchmarking.

Text and Reference Books:

Johnston, R., & Clark, G., *Service Operations Management: Improving Service Delivery*, Prentice-Hall.

Collier, D. A., *Service Management: Operating Decisions*, Prentice Hall, Englewood Cliffs, New Jersey.

Schmenner, R.W., *Service Operations Management*, Prentice Hall, Englewood cliffs, New Jersey.

Fitzsimmons, A. J and Fitzsimmons M. J. , *Service Management: Operations, Strategy, Information Technology*, Fifth McGraw Hill

Jauhari, V and Dutta, K., *Services: Marketing, Operations, and Management*, Oxford Publications.