



**UNIVERSITÉ
DE NAMUR**

FACULTÉ
DES SCIENCES ÉCONOMIQUES,
SOCIALES ET DE GESTION

Service Operations Management (ELMSM414)

Instructor: Aadhaar Chaturvedi

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Credits: 5 ECTS

Learning Goals

Effective Oral Communication

Each student shall be able to communicate verbally in an organized, clear, and persuasive manner, and be a responsive listener. Assessment: class participation

Critical and Integrative Thinking

Each student shall be able to identify key issues in a business setting, develop a perspective that is supported with relevant information and integrative thinking, to draw and assess conclusions. Assessment: class participation, case reports, final exam

Course Description:

This course explores key issues in service strategy, service design and service delivery, and successful ways to manage them as demonstrated by world-class companies. In general, the concept of “services” is used to refer to activities for which customer contribution is required and the main value lies on intangible outputs. However, as we will see in the course, very often the differentiation between service and product is rather artificial. In this course, most emphasis will be placed on what are often referred to as “mass services” or “business-to-consumer” services. Industries examined include hospitality, entertainment, airlines, banking and financial services, as well as a sampling of retail and some non-profit organizations. A central theme is the exploration of the approaches used by companies to facilitate the development of organizational competencies that make their names synonymous with service excellence.

The course develops a profile of the strategic and operational capabilities required to create a high-performance service organization while maintaining the flexibility necessary to compete in this dynamic sector. The course will put a special emphasis on strategic and operational issues,



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but we will also build on marketing, finance and human resources management. The change towards global thinking has also affected some services extensively. Hence the course will specifically address global issues, like the outsourcing phenomena or the emergence of internet-based service models.

The main objective of this course is to explore the characteristics of customer and operations management which are specific to services, to be applied in a traditional service company or in a service department of any company.

Reference Textbook:

J.A. Fitzsimmons and M.J. Fitzsimmons, *Service Management*, Fifth Edition, McGraw Hill, New York 2006

Johnston R. and Clark, G. *Service Operations Management: Improving Service Quality*, 2nd Ed., FT Prentice Hall, 2005

Session-Wise topics

1. Introduction to Service Operations Management: Servitization, strategic vision of services
2. Designing service processes: Fit between service processes and competitive strategy
3. Capacity and queue management I: Matching supply with demand, queueing theory
4. Capacity and queue management II: Application of queue management in services
5. Managing innovation: Deriving value from operational strength and efficiency
6. Managing expansion: Capacity planning and interplay of capacity with other corporate functions
7. Outsourcing services: To analyze risks and benefits of outsourcing service to clients
8. User centered design: Concept of user-centered design of service as opposed to traditional market research and design
9. Customer participation: Managing operating role of customers and the opportunities



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10. Customer economics and retention: Understanding customer economics and defining customer acquisition and retention strategies
11. Revenue management I: Introduction to revenue management and practice in services industry
12. Revenue management II: Pricing and application to airlines industry
13. Employee management Process of developing workforce capability in hotel business
14. Wrap-up: Conclusion and question and answers

Grades: Will be based upon submission of work handed (40%) out in the class, class participation (20%) and on the written exam (40%) given at the end of the syllabus.

Handouts for the class

The slides from each session will be handed out to the students.

Homework

Seven group assignments will be handed out at the end of sessions 1,3,4,5,6,9 and 11. The questions for each homework will be posted online on the course website on Webcampus.

Evaluation components

The course grade will be based on 7 group homework, out of which the best 4 will be considered for grading (30%), individual class participation (20%) and an in-class individual final exam (50%).