

**Xavier Institute of Management
XIM University**

Course Name	Service Operations Management
Program	EMBA-BM
Batch	2023-24
Term	III
Credits	3
Course Instructor(s)	Prof. Soumyajyoti Datta <i>E-mail: soumyajyoti@xim.edu.in</i> Office: Third Floor, Administrative Building, XIMB Campus

Course Introduction and Objectives

Services contribute to a major share in the GDP and in employment, in emerging economies like India along with similar trends across the developed nations and frontier markets. Services and operations management addresses the design and management of effective and efficient systems for proper conveyance of services. In today's world of global competition and shrinking margins, the place and importance of successful service operations cannot be over-emphasized. In countries like us, post liberalization, the emphasis on the services has gone up with changing customer expectations and dynamic customer behavior and experiences. Hence, there has to be a renewed focus in study of services in general and the operational dimensions of services in particular. The main objective of this course is twofold: to introduce you to the most important aspects and general principles of service management across different industries, following a service-dominant logic on business; to provide you with an understanding and essential knowledge of the analysis, modelling, decision making and implementation for managing the operational issues of a service. Besides using mathematical tools and techniques, emphasis will be on wholistic capacity building in terms of knowledge and skills to understand and drive service operations decision making

Key Course Content

- Introduction to service, service operations, and distinctive characteristics of services and their relevance for smooth business functioning
- Developing service strategies
- Deploying digital services
- Designing new service delivery processes
- Analyzing and improving existing service processes

- Managing demand and capacity in service
- Managing queues in service
- Managing service quality

Course Learning Outcomes (CLO)

- **CLO I:** Be able to understand the role and significance of services and its operational dimensions for business and society
- **CLO II:** Be able to understand and appreciate the fundamentals of service operations
- **CLO III:** Be able to understand, mathematically model and analyze service operations related problems existing in business and society
- **CLO IV:** Be able to conceptualize, model and solve business problems through team effort.

Reading and References

- a. Textbook - SERVICE MANAGEMENT: Operations, Strategy and Information Technology by J.A. Fitzsimmons and M.J. Fitzsimmons, 8e Indian edition, McGraw-Hill, 2015.
- b. Service and Operations Management, by Cengiz Haksever and Barry Render, World Scientific, 2020.

Additional Resources

- Readings/practice exercises/ case studies will be shared during the course as per the course learning outcomes.

Pedagogy and Students Workload

The pedagogy includes lectures, classroom problem solving, classroom activity, case studies, and project. Students are expected to read through the materials given to them as and when required during the course as well as solve problems/numerical from the recommended textbook which amounts to significant preparation time of 4-5 hours per week (besides the session time). The instructor will share the details of pedagogical mode, evaluation components and deliverables in the initial couple of sessions.

It is expected that the student should connect with the faculty in case of any concern or doubt over e-mail or with prior appointment over e-mail.

Session Plan

Session No.	Topic(s)	Learning Outcome	Suggested readings
1 ,2	Introduction to service	Defining services and the role of operations in managing services, characteristics of services, servitization	Heineke,J and Davis M.M(2007) Journal of operations management 24,364-374
3	Service strategies	Understanding various service strategies-key concepts and terminologies	Class notes and article-“Lean as a universal model of excellence: It is not just a manufacturing tool”
4	Service strategies	Relevance to business	Case study
5	Digital transformation of services	Understanding the 5 roles of technology in service encounter, emergence of e-commerce and m-commerce	Class notes
6-7	Designing service	Understanding the tools and techniques for constructing new service offering. Automation of services	Class notes

8	Service process Improvement	Key performance metrics for services and the various improvement strategies	Class notes
9	Service process improvement	A business application	Case study
10-11	Demand and capacity management for services	Understanding the measurement of capacity and matching the same with demand	Class notes and class exercise
12-13	Managing queues	Understanding the various queuing models-key concepts and terminologies Understanding the customer experiences in queues	Class notes, class exercise
14	Managing queues	A business application	Case study
15-16	Service quality	Understanding quality in services. Measurement of quality in services and its significance for business	Class notes and case study
17	Service supply chain	Key concepts and terminologies-	Class notes

		relevance for business	
18	Service operations- Where are we up to?	Emerging trends/Practical insights	
19	Project presentations and report submission	Presentation by students	
20	Course Wrap-up	Doubt clearing and Reflections	

Assessment Scheme

Component	Weightage (%)	Assessment of Course Learning Outcome(s)
Quizzes	25%	CLO I, II, III
Group Project	20%	CLO I, II, III
Group Assignment	10%	CLO1,II,III
Classroom Participation	15%	CLO I, II, III, IV
End-term	30%	CLO I, II, III

Academic Discipline and Integrity

- Students are expected to come to class on time. Late coming to class is not accepted.
- Participants are expected to follow the evaluation plan and avoid any violation pertaining to the evaluation components. There is no provision of re-examination for the missed components.
- Utmost care will be taken to maintain class decorum, transparent conduct of evaluation components and follow the evaluation norms as per the manual of policy.
- There is ZERO tolerance for any malpractice during the classroom proceedings or the various evaluation components.
- The instructor reserves the right to modify the sequence of sessions and make minor alterations in course outline and/or evaluation component(s) during the timeline of the course administration.

- In case of any online sessions, students need to keep their cameras on all through the session and respond to the questions/ discussion threads

Mapping Course Learning Outcomes (CLO) with the Program Learning Goals (PLG)

PLG#	Program Learning Goals	Trait	Addressed by Course	
			Yes	No
PLG 1	Functional and Business Skills	The students will demonstrate understanding of elements of all functional areas	✓	
PLG 2	Analytical Skills	The students will use analytical techniques to identify a business problem, and suggest a solution	✓	
PLG 3	Collaboration and Teamwork Attributes	The students will exhibit voluntary cooperation and effective teamwork in a group setting	✓	
PLG 4	Ethical Responsibility	The students will understand the ethical complexities of conducting business. The students will adopt techniques in scenarios involving ethical dilemma and offer resolution	✓	
PLG 5	Communication	The students will produce reasonably good quality business documents. The students will become effective and confident communicators	✓	