

# SERVICE OPERATIONS MANAGEMENT

IFSA Rome

**US semester credit hours:** 3

**Contact Hours:** 45

**Course Code:** MG386-12 / TR386-12

**Course Length:** Semester

**Delivery Method:** Face to face

**Language of Instruction:** English

**Suggested cross-listings:** Management, Tourism/Hospitality

## COURSE DESCRIPTION

This course is designed to explore, challenge and refine the principals of service operations management in hospitality and tourism operations. With over 50 million visitors to Italy annually, Rome is an ideal site for applying course objectives. The foundation is built upon our understanding that service excellence is achieved through strategy, systems and staff. By the end of this course, students should have an understanding and appreciation for: (1) facility designs and layouts; (2) planning and analyzing service delivery systems (3) defining and measuring service quality; (4) service recovery; (5) strategies for managing demand (i.e., queue psychology, yield management, etc.) and supply (i.e., employee scheduling, cross training, etc.); (6) interpersonal communication (i.e., employee motivation, empowerment, conflict management and resolution, managing diversity); and (7) making continual improvements a competitive strategy.

## STUDENT LEARNING OBJECTIVES

Students who successfully complete this course will:

- Be able to define service operations management and understand its importance to an organization;
- Understand the key strategic and tactical challenges facing service operations managers;
- Discover how to develop and use the service concept in an organization;
- Learn to understand and develop customer relationships;
- Gain insight into understanding and leveraging customers' expectations and perceptions to create satisfied customers;
- Understand the importance of supplier relationships and identify the potential in harnessing supply networks;
- Be able to design a customer experience and the service process;
- Learn elements to measuring, controlling and managing service operations;
- Explore how to motivate people, staff and customers to deliver great service;
- Learn strategies to manage service operations under capacity constraints and varying demand;
- Be able to employ a range of tools to improve service operations;
- Discover how to leverage problems into service improvement and recovery;

## **COURSE SYLLABUS**

- Learn to use benchmarking to improve performance;
- Understand how to create and implement an organizational service strategy;
- Recognize, understand and influence service culture;
- Make cognitive connections between learning in this course and other learning experiences in IFSA Rome.

### **COURSE DELIVERY**

Students are expected to read or view assigned resources in advance and be prepared to actively discuss them in class. In most meetings, the instructor will overview the topic and then facilitate a group discussion, drawing out relevant themes, following up on specific lines of inquiry, and prompting students' thoughtful engagement with the topic.

Students are encouraged to bring their prior learning experiences into class discussions (based on experiential learning theory) and to make cognitive connections between this course and others in IFSA Rome whenever possible (based on the philosophy of integrative learning).

The course delivery includes preparatory assigned readings and lectures. This knowledge is then applied in small group-based class exercises, expanded into in-depth individual assignments, and ultimately confirmed with a mid-term and final exam. Active participation in all course activities is required.

The first class session will be devoted to reviewing student and instructor expectations, reviewing the syllabus, introducing the course topic, and building our community of learners. The class session prior to the final exam will include a course review, learning reflection, and final discussions. Weekly themes, activities, assignments and assessments are detailed in the Course Outline below.

### **Class Exercises**

Class exercises are provided to evaluate, practice, and reinforce concepts from the readings, class discussion, and lecture topics. For each class exercise, students are organized into small groups of 2 to 3 students. The students are then tasked with the application of the chapter knowledge and vocabulary to a hospitality and tourism scenario. The exercise is completed during class and submitted as a group. Students are required to bring a laptop or tablet to class to work with collaborative software such as Google Docs to allow for simultaneous participation in completing the class exercise. There will be approximately fourteen class exercises given during the course for a combined value of 24% of your overall grade. The two lowest class exercises are dropped.

*Class Exercise 1: A Matter of Perspectives | Service Types*

*Class Exercise 2: Service Concept Articulation*

*Class Exercise 3: Calculating Lifetime Value*

*Class Exercise 4: Quality Factors | Service Specification*

*Class Exercise 5: Revealing Supply Chain Networks*

## **COURSE SYLLABUS**

- Class Exercise 6: Servicescape and the Customer Journey*
- Class Exercise 7: Engineering Service Processes (Mapping)*
- Class Exercise 8: Using Measures to Manage*
- Class Exercise 9: Managing Service Providers and Customer Management Issues*
- Class Exercise 10: Capacity Management | Balancing Demand | Bottlenecks & Queues*
- Class Exercise 11: Main Approaches to Improvement*
- Class Exercise 12: Soliciting and Using Feedback | Benchmarks from Tourism Industries*
- Class Exercise 13: Key Components of Strategy | Drivers of Strategy*
- Class Exercise 14: The Cultural Web*

### **Assignments**

Students are required to complete three major independent assignments around a new venture. These do not begin until after the mid-term exam. The assignments provide you the opportunity to discover and share service operations management applications in practice within hospitality and tourism operations. The assignments are grounded in the theoretical framework discovered in the readings. The assignments should present practical applications supported by the theory. Each of the assignments is completed as a self-recorded presentation using technology such as Voicethread, Prezi, PowerPoint, Google Slides, Keynote or Zoom. Students receive several weeks to complete each assignment. The assignments are worth 12% each.

*Assignment 1: Service Audit of Existing Operational Experience*

*Assignment 2: Resigning a Competing Service Process Experience*

*Assignment 3: Resource Allocation and Implementing Controls for the Service Operation*

### **Exams**

The mid-term and final exams are designed to confirm a comprehensive understanding of the core concepts in service operations management.

### **EVALUATION METHODS**

The course instructor will provide specific requirements and grading rubrics for individual assignments for the course. Your final grade in the course will be comprised of the following course requirements:

#### **Grade Determination:**

Class Exercises	24%
Assignments	36%
Midterm Exam	20%
Final Exam	20%

## **COURSE SYLLABUS**

### **Timely Submissions**

Assignments submitted after the deadline will be accepted at the discretion of the course instructor and generally only in the event of a documented illness or emergency.

### **RESOURCES**

Johnston, R., Clark, G., & Shulver, M. (2012). *Service Operations Management: Improving Service Delivery*, 4th edition, Pearson. ISBN: 978-0-27-37-374048-3.

The instructor will provide additional articles to augment some units of study within the course and to situate the course within the cultural context of Italy.

### **ACADEMIC INTEGRITY**

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise) submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

IFSA takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA resident director as well as your home institution.

## COURSE SYLLABUS

### COURSE OUTLINE

<b>Week-Class</b>	<b>Reading</b>	<b>Reading</b>	<b>Evaluation</b>
01-A	Service Operations Management	Ch-01   Ch-02	Lecture
01-B			Class exercise-1
02-A	The Service Concept	Ch-03	Lecture
02-B			Class exercise-2
03-A	Customer Relationships	Ch-04	Lecture
03-B			Class exercise-3
04-A	Customer Expectations & Perceptions	Ch-05	Lecture
04-B			Class exercise-4
05-A	Supply Networks & Relationships	Ch-06	Lecture
05-B			Class exercise-5
06-A	<b>Mid-term Exam</b>		Mid-term Exam
06-B	Designing the Customer Experience	Ch-07	Lecture
07-A			Class exercise-6
07-B	Designing the Service Process	Ch-08	Lecture
08-A			Class exercise-7
08-B	Measuring, Controlling and Managing	Ch-09	Lecture
09-A			Class exercise-8
09-B	Managing People	Ch-10	Lecture
10-A			Class exercise-9
10-B	Managing Service Resources	Ch-11	Lecture
11-A			Class exercise-10
11-B	Driving Continuous Improvement	Ch-12	Lecture
12-A			Class exercise-11
12-B	Learning from Problems and Benchmarking	Ch-13   Ch-14	Lecture
13-A			Class exercise-12
13-B	Creating and Implementing Strategy	Ch-15	Lecture
14-A			Class exercise-13
14-B	Understanding and Influencing Culture	Ch-16	Lecture
15-A			Class exercise-14
15-B	<b>Final Exam</b>		Final Exam

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