

Welcome to this semester's course on service operations.

In Taiwan more than 60 percent of jobs and GDP are related to services and the figure is growing. So, the ability to manage service operations is of increasing importance. Professor Lovelock, of Yale University (USA), describes services as needing an integration of marketing, operations and human resource management. It is by integrating these three disciplines that services have the greatest chance of surviving and succeeding. In this course we will focus on just one of these aspects: service operations. **During the course you will:**

- Develop an understanding of service operations.
- Consider issues relating to the design and planning of service operations.
- Explore how the challenge of service operations planning varies between different types of services.

Course materials

- As given in the syllabus below and to be advised as the course progresses.

Course teaching approach

The course will be taught through lectures, case discussion, student presentations and term projects. Good service quality requires that both customer and provider play their roles well. In class I will seek to give clear presentations, linked with examples and to facilitate discussion. In turn I expect participants ('customers') to be well prepared by having done the reading and considered all relevant issues. In this way our joint effort should result in an interesting class with significant learning and hence fun for us both.

Assessment

Overall the course will be assessed as given below.

Action	<i>Percentage of course credit</i>
Class participation	10
In-class presentations	30
Project – mid-term	30
Project – final	30

During the course I will provide briefs for the term projects.

James Stanworth

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COURSE SCHEDULE

Week	Date	Topics	Reading¹
Week 1		Understanding services	“Introduction to services marketing,” Chapter 1 from Christopher Lovelock et al, Service Marketing in Asia, 2nd ed. Case: Susan Lee, Service Customer (Christopher Lovelock)
Week 2		Service Operations	Case: Benihana of Tokyo, Harvard Business School Case no. 9-673-057
Week 3		Service strategy and the service operation	“Exploiting the service concept for service design and development”, Chapter 4 from, James A. Fitzsimmons et al, New Service Development, Sage 2000
Week 4		The product service bundle	“Managing the augmented service offering”, Chapter 7 from, Christian Grönroos, Service Management and Marketing, 2nd ed.
Week 5		Lean service – the concept of flow and waste	“Philosophy”, Chapter 1 from, The New Lean Toolbox, John Bicheno
Week 6		The rationale for service design	Edvardsson, B. (1993). The role of service design in achieving quality. The service quality handbook. E.E. Scheung and W.F. Christopher.
Week 7		Loose-tight service design	S.J. Grove, R.P. Fisk, and M.J. Bitner, “Dramatizing the service experience: A managerial approach,” Advances in services management and marketing, eds. T.A. Swartz et al, vol.1 1992
Week 8		Service blueprinting	G.L. Shostack, “Designing services that deliver”, Harvard Business Review, January-February 1984, pp.133-139 J. Kingman Brundage, “The ABC’s of service blueprinting,” in Designing a winning service strategy, ed. M.J. Bitner and L.A. Crosby
Week 9		MID TERM	
Week 10		Fail Safe	Richard B. Chase and Douglas M. Steward, “Make your service fail-safe”, Sloan Management Review, Spring 1994, p.35-

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Week 11		The professional service firm	Maister, D. 1985 “The one-firm firm: what makes it so successful?” The Sloan Management Review, Fall, pp.3-13 “The professional service firm – designing delivery systems”, J.O. Stanworth and V.S. Mahesh
Week 12		Managing professional services	Case: Shouldice Hospital Ltd, Harvard Business School Case no. 9-683-068
Week 13		Demand and capacity	Chapter 11, from, “Service Management and Operations”, 2nd ed. C. Haksever et al, Prentice Hall 2005
Week 14		Managing demand and capacity	Case / simulation to be advised.
Week 15		E-Services	Kenneth K. Boyer, Roger Hallowell and Aleda V. Roth. 2002. “E-Services: operating strategy” Journal of Operations Management 20:2 p.175-
Week 16		Managing e-services	Case: British Airways, using information systems to better serve the customer. Harvard Business Case no. 9-395-065
Week 17		FINAL	
Week 18		Review of course	