



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3rd Semester
Functional Area Specialization: Production and Operations Management
Subject Name: Services Operations Management (SOM)
Subject Code: 4539272

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Apply</i> a range of methods for assessing the needs, expectations and perceptions of customers. • <i>Apply</i> the principles, tools and techniques of service design.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Analyze</i> the types of service operations and operational parameters that are imperative for organizational success. • <i>Analyze</i> the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Evaluate</i> the similarities and differences in designing, planning, producing and improving services across global firms.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Evaluate</i> the impact of service operations on society.
Effective Communication (EC)	<ul style="list-style-type: none"> • Explain the reasons why some service organisations are consistently deemed to deliver very high levels of performance.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Propose</i> solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.

Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4539272	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Apply</i> a range of methods for assessing the needs, expectations and perceptions of customers.	3	3	1	-	-	1	1	1	3
LO2: <i>Apply</i> the principles, tools and techniques of service design.	3	3	1	-	-	1	1	1	3
LO3: <i>Analyze</i> the types of service operations and operational parameters that are imperative for organizational success.	2	2	3	1	1	1	-	1	1
LO4: <i>Analyze</i> the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.	2	2	3	1	1	1	-	1	1



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LO5: <i>Evaluate</i> the similarities and differences in designing, planning, producing and improving services across global firms.	1	1	2	-	3	2	1	1	2
LO6: <i>Evaluate</i> the impact of service operations on society.	-	-	1	3	1	1	3	1	1
LO7: <i>Propose</i> solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.	2	2	2	3	-	1	2	1	2

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation, Site Selection for Services: Types of Service Firms –Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results	10	18
II	Mathematical Solution Methods for delivered services, Site Selection for Quasi- Manufacturing Services –Mixed Linear / Integer Programming for Location Selection Yield Management: <ul style="list-style-type: none"> Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time. 	10	18
III	Inventory Management in Services: <ul style="list-style-type: none"> Services versus Manufacturing Inventory Set Up and Ordering Costs Number of Products Limited ShelfSpace Lost Sales versus Back Orders 	10	17



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	<ul style="list-style-type: none"> • ProductSubstitution • Demand Variance • InformationAccuracy • The Newsvendor Model • Multiple Productsand Shelf Space Limitations • Inventory Inaccuracy –Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage. 		
IV	Offshoring and Outsourcing: <ul style="list-style-type: none"> • Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues. 	10	17
V	Practical: <ul style="list-style-type: none"> • Case Studies and Presentations • <input type="checkbox"/> Students can also visit service firms and study their revenue and yield management practices 	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	SanjeevBordoloi , James A. Fitzsimmons, Mona J. Fitzsimmons	Service management: Operations, Strategy, Information Technology	McGraw Hill	2019 / 9 th
2	Robert Johnston, Graham Clark, Michael Shulver	Service Operations Management: Improving Service Delivery	Pearson	2017 / 4 th
3	Richard D. Metters	Successful Service Operations	Cengage	2012 / 2 nd



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		Management		
4	SunetraRoday, ArchanaBiwal, Vandana Joshi	Tourism: Operations and Management	Oxford	Latest
5	G. Raghubalan, SmriteeRaghubalan	Hotel Housekeeping: Operations and Management	Oxford	2015 / 3 rd
6	R. Singaravelavan	Food and Beverage Services	Oxford	2016 / 2 nd

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Manufacturing and Service Operations Management
2. International Journal of Services and Operations Management
3. International Journal of Operational Research
4. International Journal of Applied Operational Research
5. Opsearch (Journal published by Operational Research Society of India)
6. The IUP Journal of Operations Management
7. <http://ifors.org/india/>