

National University of Singapore
Dept of Decision Sciences
NUS Business School

DSC 3203 : SERVICE OPERATIONS MANAGEMENT

Lecturer : Adjunct Assoc Prof Natarajan Balkrishnan

Session : Semester I, 2015/2016

The Need for the course:

The ever increasing role and presence of the Service Sector:

Today the service sector is dominating the economies of most developed nations. In the United States, service sector accounts for over three fourth of the GDP and almost 85% of employment. In Singapore, the services sector, a vital engine of growth, contributes to over 75% of employment and to over 60% of the GDP.

In today's environment almost each and every manufacturing firm also as a part of business strategy has specific business units providing service operations. This is in order to have competitive edges against its competitor and increase customer satisfaction.

Importance of operational efficiency in Services:

Under these circumstances, while the efficiency is one key ingredient for a successful firm, for service industry this is especially true wherein non-tangible aspects play key role in customer satisfaction.

Thus understanding the concepts of how to successfully manage service operations will provide a significant advantage to graduates who are very likely to find themselves employed by a service based or service-oriented firm, in the present environment.

Service Operations Course Focus:

1. The intent of this service operations management course will be to provide students with an understanding of how to analyze service operations, how decision making differs and how implementation hurdles are addressed while operating services.
2. Studies have shown that a "strategic service vision" is a necessity for successful service companies, whether they are banks, airlines, hospitals, utilities, retailing, restaurants, or theatre groups. Consequently, the course will explore basic elements of the service operations strategy. These concepts will be illustrated with wide range of examples from health care, financial services, retail, delivery services, airlines, etc.

3. In this class we will develop and discuss both quantitative tools and qualitative models that will help us to manage in this complex environment.
4. We will also look at key role IT has started playing in redefining service operations.

Two aspects which will form the background of the course are:

- the importance of aligning the design and management of services with the marketing strategy of the firm and
- the impact and management of variability in services.

Planned class coverage

A variety of service operational decision issues like location aspects, layout considerations, capacity planning, inventory, distribution parameters and quality measurement will be addressed.

The class coverage can be broadly categorized as:

- managing variability in services,
- the operations/marketing interface,
- demand and revenue management and
- service quality and human resource issues

Students will experience how to model service operations and take important decisions using spread sheet tools.

Reference Text:

Service Management Operations, Strategy, Information Technology - James A Fitzsimmons & Mona J Fitzsimmons

ASSESSMENT

This is a 100% Class and Continuous Assessment Course.

The components of assessment will include:

Individual assignment	10%
Group Class presentation	10%
Group Assignments	10%
Group Service Project on designing /or assessing service operations	20%
End term Exam in final week of class	50 %