

# The Hong Kong Polytechnic University

## Subject Description Form

<b>Subject Code</b>	LGT5108
<b>Subject Title</b>	Service Operations Management
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite</b>	Deterministic operations research knowledge, such as linear programming, networks, dynamic programming, is a must. Stochastic modeling knowledge is a plus, but not compulsory.
<b>Role and Purposes</b>	<p>This elective subject will look at the operations in a service organization and will consider decisions that managers have to make to increase profit. These decisions range from strategic (where to locate, what to sell, etc) to operational (how to schedule the workforce on a weekly basis, how to reduce the waiting time of the customers, etc.). This subject will emphasise realistic business projects by use of case studies. It will also provide a basis to discuss problems encountered in the organizations that students work in. In general, the subject is intended to enable students to better anticipate, recognise, analyse, and improve some of the more influential characteristics and decision making processes of service operations they are likely to encounter. Fundamental to these skills is the ability to observe and understand systems.</p> <p>These objectives may be summarised as follows:</p> <ul style="list-style-type: none"><li>▪ Apply fundamental concepts of operations management to service operations;</li><li>▪ Analyse service operations to identify key processes, critical success factors, limitations and opportunities;</li><li>▪ Synthesise effective and achievable plans of action to maximise achievement of the organization's goals.</li></ul> <p>By the end of this elective subject, students will have:</p> <ul style="list-style-type: none"><li>▪ developed their understanding of those aspects of management particularly important to service-providing as opposed to goods-producing organizations;</li><li>▪ been encouraged to think analytically about services;</li><li>▪ acquired a number of conceptual and empirical tools for enhancing the performance of service-providing organizations;</li><li>▪ an understanding of the nature of service quality and how organizations might go about improving the quality of their service.</li></ul> <p>Apart from the main aim of the course, which is content-related, the course is also designed to give students an opportunity to practice and develop their skills in a number of important areas. These areas are report writing, presentation technique, teamwork, and the ability to communicate ideas clearly, logically and enthusiastically.</p>

<b>Subject Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> <li>a. Able to understand the nature of service operations</li> <li>b. Able to improve Service Operational efficiency by applying OM theories</li> </ul>																																																				
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b>Understanding Services</b> The role of services; service quality; service strategy.</p> <p><b>Understanding Customers</b> Customer satisfaction; customer relationship management.</p> <p><b>Designing the Service Enterprise</b> Design of the service process; supporting facility; service facility location; service encounter.</p> <p><b>Managing Service Operations</b> Forecasting demand; managing waiting lines; capacity planning; managing facilitating goods; service supply chain management.</p> <p><b>Toward World-Class Service</b> Growth and expansion.</p> <p><b>Case Studies</b></p>																																																				
<b>Teaching/Learning Methodology</b>	<p>Contact hours: 3 hours per week</p> <p>This elective subject provides an opportunity for students trained in Operations Management to apply their knowledge in service organizations. The subject is heavily based on discussion, group work, cases, a variety of exercises and other materials. The basic knowledge necessary for these activities will be previewed during the first couple of weeks during the lectures. Students are expected to have the necessary background for this preview (please see the pre-requisite subject knowledge above). For the rest of the lectures, a student-centred, independent approach to learning will be adopted so that students accept some responsibility for their own learning.</p>																																																				
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width: 20%;">Specific assessment methods/tasks</th> <th rowspan="2" style="width: 10%;">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th style="width: 5%;">a</th> <th style="width: 5%;">b</th> <th style="width: 5%;"></th> <th style="width: 5%;"></th> <th style="width: 5%;"></th> <th style="width: 5%;"></th> </tr> </thead> <tbody> <tr> <td>Case Studies</td> <td>30%</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Test</td> <td>30%</td> <td style="text-align: center;">✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Project Assignments</td> <td>40%</td> <td></td> <td style="text-align: center;">✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>100 %</b></td> <td colspan="6"></td> </tr> </tbody> </table>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b					Case Studies	30%	✓	✓					Test	30%	✓						Project Assignments	40%		✓					<b>Total</b>	<b>100 %</b>						
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	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: The assessments are mainly based on case studies and project assignments. However, a test is needed to ensure a basic understanding of the key topics of students.</p> <p><i>To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment.</i></p>	
<b>Student Study Effort Expected</b>	Class contact:	
	<ul style="list-style-type: none"> <li>▪ Lectures / Tutorials</li> </ul>	39 Hrs.
	Other student study effort:	
	<ul style="list-style-type: none"> <li>▪ Self Study</li> </ul>	87 Hrs.
	Total student study effort	126 Hrs.
<b>Reading List and References</b>	<p><u>Books</u></p> <p>Fitzsimmons, J.A. and M.J. Fitzsimmons, <i>Service Management: Operations, Strategy, and Information Technology</i>, 4<sup>th</sup> Edition, McGraw Hill, 2008.</p> <p>Glynn, W.J. and J.G. Barnes, <i>Understanding Service Management</i>, John Wiley, 1995.</p> <p>Haksever, C., B.Render, R.S. Russell and R.G. Murdick, <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall, 2000.</p> <p>Johnston, R. and G. Clark, <i>Service Operations Management</i>, Prentice Hall, 2001.</p> <p>Schmenner, R.W., <i>Service Operations Management</i>, Prentice Hall, 1995.</p> <p>Schroeder, R.G., <i>Operations Management: Decision Making in the Operations Function</i>, 4th edition, McGraw-Hill, 2007.</p> <p><u>Journals</u></p> <p>European Journal of Operational Research</p> <p>Interfaces</p> <p>Journal of the Operational Research Society</p> <p>Management Science</p> <p>Manufacturing and Service Operations Management</p> <p>Operations Research</p>	