**The Government of the Russian Federation**

**The Federal State Autonomous Institution of Higher Education   
""National Research University - Higher School of Economics"**

Faculty of Management

**Course Title**

«Service Operations Management»

Bachelor Program 080200.62

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Approved by the meeting of the Department «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_ 20

Head of the Department \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_[signature]

Recommended by the section of Academic Council «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_ 20

Chairman \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [signature]

Approved by the Academic Council of the Faculty «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_\_20

Academic Secretary \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [signature]

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# Course Summary

Several world-class firms have demonstrated that well-designed and well-executed services can become a potent competitive weapon in even the toughest business environments for both goods and service-producing organizations. Hence the purpose of this course is to provide the course participants the “state-of-the-art” service operations concepts, tools and techniques for effectively competing in the marketplace

This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. Emphasis is focused on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence. Topics covered include: the role of services in the economy, strategic positioning and internet strategies, environmental strategies, new service development process, managing service expectations, front-office & back-office interface, service quality, yield management, waiting time management, and site selection.

# Area of Application and Regulatory References

This course provides fundamental principles and practices associated with planning, analyzing and applying service operations management. It will be dealt with key concepts for facing critical parts of managing service operations, from its original concepts to its evaluation. It covers topics from designing service models to managing service transformation.

The Course Program is designed for lectures, teaching assistants and undergraduate students Bachelor Programme 080200.62 Management within the Course Service Operations Management

The Course Program has been developed in accordance with:

* NRU-HSE Curriculum;
* Education Program 080200.62 Management;
* University Academic Plan of the Education Program (approved in year 2013)

# Course Goals

Course Goals “Service Operations Management” as follows: to understand and learn how to manage customer experiences in service operations, service delivery process, encompassing employee selection, service quality, inventory system, waiting time in a various context.

# Place of the course within the Bachelor’s Preparation Programme

The course “Service Operations Management” is the elective course for 2 year bachelor’s students of Management Faculty. Course consists of 32 hours, 16 hours of lectures and 16 hours of seminars.

Forms: lectures, seminars, discussions, work with papers, team projects.

# Prerequisites

None

# Students' Competencies to be Developed by the Course

The student is supposed to:

* Know
* The basic concepts, methods and tools of quantitative and qualitative analysis of economic aspects of strategic decision-making in the Service Operations Management context
* Developed and comprehensive understanding, practical know-how and a brief overview of service industry
* Basic inventory types and broader supply chain
* Be able to do
* Discuss both qualitative and quantitative quality and process management techniques
* Design service operations process
* Analysis waiting time in service operations
* Make discussions regarding the project phases, and strategies used for the phases
* Gain skills (experience)
* Skills of independent scientific and research work related to service operations process
* Skills of developing service quality measurement for certain service operations context
* Skills of recognizing the critical points that should be included in a service operations process inspection

The Course develops the following competencies:

| Competencies | NC/NRU-HSE Code | Descriptors - the learning outcomes (the indicators of achievement) | Teaching forms and methods of that contribute to the development of a competence |
| --- | --- | --- | --- |
| Learn and apply empirical approaches to nature, society and thought | OK-2 | Recognize the nature of service operations | Lectures and seminars |
| Achieve language competency in one or more foreign language, ensuring free communication and general cultural exchange for professional and collegial interaction | OK-6 | Show the ability of English speaking skills in a series of presentations | Seminars |
| be able to effectively carry out business communication, including public speaking, negotiations, meetings, correspondence, and electronic communication | OK-9 | Use appropriate phrases and gesture in the presentation | Seminars |
| Know operations management concepts for planning production activities | ПК-21 | Reproduce the knowledge achieved from lecture for analyzing and planning service operations process | Lectures, Seminars, Team project, Field study |
| Select the mathematical models for management systems, analyze their adequacy, and adapt models to specific management objectives | ПК-36 | Interpret the mathematical models for service inventory management, yield management, and waiting time management. | Lectures, Seminars, Team project, Field study |
| Know how to collect and analyze data to address research problems | ПК-56 | Show the links between mathematical models and practices in real business contexts and reproduce the data to solve problems | Lectures, Seminars, Team project, Field study |

# How the Course Fits in with the Curriculum

The Course is a part of a Cyclical Syllabus [General and Vocational Training] as well as a cycle of Courses providing Management education.

[National Curriculum:]

The Course is a part of a Cyclical Syllabus [General and Vocational Training] as well as a cycle of Courses providing Management education.

[NRU-HSE Curriculum:]

The Course is a part of a Cyclical Syllabus [General and Vocational Training] as well as a cycle of Courses providing Management education.

For Bachelor Management Program the present Course is Optional.

The Course is to be based on the acquisition of the following Courses:

* Introduction to Management
* Micro Economics

The Course requires the following students' competencies and knowledge:

* Learn and apply empirical approaches to nature, society and thought
* Achieve language competency in one or more foreign language, ensuring free communication and general cultural exchange for professional and collegial interaction be able to effectively carry out business communication, including public speaking, negotiations, meetings, correspondence, and electronic communication
* Know operations management concepts for planning production activities
* Select the mathematical models for management systems, analyze their adequacy, and adapt models to specific management objectives
* Know how to collect and analyze data to address research problems

The main provisions of the Course should be used for further studies of the following Courses:

* Strategic management
* Customer behavior

# Course Schedule

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| № | Topic | Total amount of hours | Classroom Activities | | | Self-Study |
| Lectures | Seminars | Workshops |
| 1 | Introduction to Service Operations Management | 14 | 4 |  |  | 10 |
| 2 | New service and experience design | 14 | 4 |  |  | 10 |
| 3 | Service quality management | 14 | 4 |  |  | 10 |
| 4 | Service process improvement | 14 | 4 |  |  | 10 |
| 5 | Process mapping | 7 |  | 2 |  | 5 |
| 6 | Present the theme of final project | 7 |  | 2 |  | 5 |
| 7 | Developing service quality measurement | 7 |  | 2 |  | 5 |
| 8 | Yield management | 7 |  | 2 |  | 5 |
| 9 | Inventory management | 7 |  | 2 |  | 5 |
| 10 | Waiting time management | 7 |  | 2 |  | 5 |
| 11 | Final project discussion | 5 |  | 2 |  | 3 |
| 12 | Final project presentation | 5 |  | 2 |  | 3 |
|  | Total | 108 | 16 | 16 |  | 76 |

# Forms and Types of Testing

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Type of testing | Form of testing | 1year | | | | 2 year | | | | Department | Parameters \*\* |
| 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| Current  (week) | Test |  |  |  |  |  |  | \* |  |  | oral presentation test in 10 to 20 min. |
|  |  |  |  |  |  |  |  |  |  |
| Essay |  |  |  |  |  |  |  |  |  |  |
| Abstract |  |  |  |  |  |  |  |  |  |  |
| Colloquium |  |  |  |  |  |  |  |  |  |  |
| Homework assignment |  |  |  |  |  |  | \* |  |  | 1 page summary of book chapter |
| Intermediate | Quiz |  |  |  |  |  |  |  |  |  |  |
| Exam |  |  |  |  |  |  |  |  |  |  |
| Final | Quiz or  Exam |  |  |  |  |  |  | \* |  |  | Written exam test 60 min. |

[Delete the forms of testing that are not specified in the Academic Plan. Delete the column "2 year" if the Course is delivered during one year only or delete the columns with non-valid modules/semesters. Delete "Department" if it is not a Several Departments Course.

\* - The current testing is ticked for the defined week of the Module, the intermediate and final testing is ticked for the corresponding Module/Semester.

\*\* Parameters specify the format of the testing (written, oral, test, computer test, and so on), timing, volume, deadlines, time devoted to self-study, etc.]

## Grading Criteria

|  |  |  |  |
| --- | --- | --- | --- |
| **Type** | **Form** | **Deadlines** | **Parameters** |
|  | Home  assignment | 4 weeks | More detailed instructions will be provided on the exercise |
| **Exam** | Mid-term |  | Questions are based upon the material presented in the first half of the course. The questions will be similar to, but more general than, the questions for the posting discussions each week. More detailed instructions will be provided on the exercise.  Verbal exams |
| Final |  | Questions are based upon the material from the second half of the semester, although principles covered in the first half may apply. The final exercise has four questions, with the same parameters for answers. More detailed instructions will be provided on the exercise.  Written exam.  Duration 60 minutes. |

***Grading for the exercises is based upon the following criteria:***

• Application of the materials to the case

• Clear understanding of the material presented

• Support of your arguments with references to the materials, in APA style

• Writing competency and clarity of your arguments

A. Overall grades are based on work products that address grade level standards.

B. Grades should reflect student mastery of grade level content standards

C. Within each category, grades shall be determined and recorded using forms of project, mid-term and final exercises evaluation criteria

Percentage of each activity:

Projects 20% + Mid-term 30 % +Final30%+ class participations 20% = 100 %

# The Course Content

|  |  |
| --- | --- |
| **Section** | **Main Contents** |
| **1. Introduction to Service Operations Management** | * Transformation process/ value creation * Characteristics of commodities/goods/services * Common concepts in production of service * Production of service * Progression of economic value |
| **<Required reading>**   * + Metters, R., King-Metters K., Pullan M., and Walton S.(2003). Chapter 1. Formulation Strategy. *Successful Service Operations Management.* South-Western College Pub; 2 edition, Connecticut*.* |
| **2. New Service and Experience Design** | * Invention and innovation * Product life cycle * New product development process * Designing new experience |
| **<Required reading>**   * + Metters, R., King-Metters K., Pullan M., and Walton S.(2003). Chapter 2. Designing the delivery system. *Successful Service Operations Management.* South-Western College Pub; 2 edition, Connecticut*.* |
| **3. Service Quality** | * Quality satisfaction pyramid * Defining quality * History of quality assurance * Determinants of quality in goods and services |
| **<Required reading>**   * Metters, R., King-Metters K., Pullan M., and Walton S.(2003). Chapter 6. Managing Service Experience. *Successful Service Operations Management.* South-Western College Pub; 2 edition, Connecticut*.* |
| **4**. **Service Process Improvement** | * Qualitative tools * Qualitative process improvement techniques * Six sigma * Building hypotheses and identifying relationships |
| **<Required reading>**   * + Metters, R., King-Metters K., Pullan M., and Walton S.(2003). Chapter 9. Analyzing process. *Successful Service Operations Management.* South-Western College Pub; 2 edition, Connecticut*.* |

# Educational Technologies

• Interactive lectures and seminars  
• Analyses of practical problems from the field trip and case studies in business practices  
• Discussion on current articles and other scientific publications

## Teacher's Guidelines

It is clear that the aims of this course provides valuable knowledge and a recognition of the complexity and richness of relationship between the individual, national, and global communities:

• To foster an understanding and critical thinking of the subject

• To develop intellectual skills combined with a spirit of enquiry and the capacity to analyze issues critically and constructively

• To develop expressive, creative and artistic abilities to the individual’s full capacity

• To foster a spirit of self-reliance, innovation, initiative and imagination

## Students' Guidelines

Students can be enabled to participate as active and responsible adults in the personal and social dimensions of society and to make responsible decisions which respect their own dignity and the dignity of others.

• To promote self-esteem and self-confidence

• To enable to develop personal and social skills

• To enable to develop a framework for responsible decision making

# Methods and Materials for Current Testing and Attestation

## Current Testing Assignments

***Home assignment requirements***

In order to make students creative, home assignment doesn’t have standard forms. Simply, they can summarize the book chapter and, it needs to be well structured with clarity and cohesion.

***Team project requirements***

In order to make students creative, team project doesn’t have standard forms. Meanwhile, team project report should be including title of the project, service quality measurement, service operation process map.

## Questions for Assessment of Quality of the Course Acquisition

1. In terms of inventory related costs only, what is the optimal inventory policy, if 100% of the stock outs are lost sales?

2. In terms of inventory related costs only, what is the optimal inventory policy, given the substitution effect listed?

## Examples of assignments for the intermediate / final testing

1. What queuing psychology rules are being broken at the Oregon DMV and what should be done to fix the problems?

2. Although many of the behaviors in the Oregon DMV case are not true, these particular numbers are true and need attention: 9% of the customers were in the wrong line and had to wait in a second line to complete their transactions, and another 18% had incomplete paperwork and were required to return another day. What can be done to address this situation?

# Grading Procedures

* + Overall grades are based on work products that address grade level standards.
  + Grades should reflect student mastery of grade level content standards
  + Literature review should be included in home assignment, team project and field trip report
  + Within each category, grades shall be determined and recorded using forms of home assignment, team project, and final exam evaluation table.
  + The University adopt the following scale of correspondence between qualitative and numerical grades:
    - For credit:
      * Credited – 4-10 points (on 10 point scale)
      * Failure – 0-3 points (on 10 point scale)
    - For current testing and final exam:
      * Excellent – 8-10 points (on 10 point scale)
      * Good – 6-7 points (on 10 point scale)
      * Satisfactory – 4-5 points (on 10 point scale)
      * Failure – 0-3 points (on 10 point scale)

Percentage of each activity:

Current testing 80% + Final exam 20% = 100 %

Current testing ; Home assignment, Team project, Field trip report

1 = 0.2 Home assignment + 0.3 Team project + 0.3 Field trip report + 0.2 Final exam

Final control grade will be put in the diploma, which is the resultant assessment of academic discipline.

# Teaching Methods and Information Provision

## Core Textbook

## Metters, R., King-Metters K., Pullan M., and Walton S.(2003). *uccessful Service Operations Management.* South-Western College Pub; 2 edition, Connecticut*.*

## Required Reading

None

## Supplementary Reading

Current issues of International Journal of Service and Operations Management

## Directories, dictionaries, encyclopedias

<http://www.sciencedirect.com/>

<http://library.hse.ru/e-resources/e-resources.htm>

[www.ssrn.com](http://www.ssrn.com)

[www.elibrary.ru](http://www.elibrary.ru)

<http://www.iet.ru/publication.php?jel-code=L&folder-id=44>

http://www.forecast.ru

## Software

None

## Distance Learning

None

# Technical Provision

Various electronic resources will be used for supporting lesson development using the student learning objectives including an AV equipment and a projector

# Academic Integrity

14.1 Each student in this course is expected to abide by the Higher School of Economics’ Academic Honesty Policy. Any work submitted by a student in this course for academic credit will be the student's own work. [*Optional:* For this course, collaboration is allowed in the following instances: *list instances.*]

## 14.2 You are encouraged to study together and to discuss information and concepts covered in lecture and the sections with other students. You can give "consulting" help to or receive "consulting" help from such students. However, this permissible cooperation should never involve one student having possession of a copy of all or part of work done by someone else, in the form of an e-mail, an e-mail attachment file, a diskette, or a hard copy. Should copying occur, both the student who copied work from another student and the student who gave material to be copied will both automatically receive a zero for the assignment. Penalty for violation of this Policy can also be extended to include failure of the course and University disciplinary action.

14.3 During examinations, you must do your own work. Talking or discussion is not permitted during the examinations, nor may you compare papers, copy from others, or collaborate in any way. Any collaborative behavior during the examinations will result in failure of the exam, and may lead to failure of the course and University disciplinary action.

# Accommodations for Students with Disabilities

The Higher School of Economics is committed to ensuring equal academic opportunities and inclusion for students with disabilities based on the principles of independent living, accessible universal design, and diversity. I am available to discuss appropriate academic accommodations that may be required for student with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for unusual circumstances. Students are encouraged to register with Disability Services Center to verify their eligibility for appropriate accommodations.