



جامعة دبي  
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION

MBA Course Syllabus  
Semester: .....

Course code & No.: MBA630  
Course Title: Services Operations Management  
Prerequisites: \_\_\_\_\_  
Faculty Member: .....  
Contact Details: Email: .....; Phone: .....  
Class Hours: Time: ..... Days: ..... Room: .....  
Office Hours: Time: ..... Days: ..... Room: .....

**Brief Course Description:** (As in UD Catalog)

This is a comprehensive course that covers the critical service science concepts for managers with emphasis on the global market place. Topics include concepts of service science, design and engineering of services, managing domestic and global services operations, human dimensions in service management, and ethical considerations. The course includes examination of service operations & management case studies and relevant articles about emerging global service trends.

**Course Objective (CO):** Upon completion of this course, students should be able to:

1. **Manage** the unique operational complexities of service organizations.
2. **Apply** latest management techniques in an service organization setting.

**Course Learning Outcomes (CLO):**

Upon completion of this course, students should be able to demonstrate the following outcomes (With linkage to CO):

1. **Analyze** the organizational significance of managing the service encounter to achieve internal and external customer satisfaction.
2. **Develop** plans for service growth both domestically and internationally
3. **Evaluate** the opportunities that information technology can have for enhancing the competitiveness of a service firm.
4. **Develop** plans to balance capacity and demand in a service setting
5. **Apply** quality management tools in a service setting

**Blooms Taxonomy**

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	3	1	2,5	4

**CLO Mapping:** This table maps CLO's to: CO

CLO	Linked to CO	Linked to MBA PCO
1	1	1
2	1	1
3	2	2
4	2	3
5	2	2

## CLO Assessment Scheme

CLO	Class Work (marks)		Final Exam (marks) 30%
	Cases & Problem Solving 35%	Group Project 35%	
1	10		6
2	10		6
3	15		6
4		15	6
5		20	6
<b>Total</b>	<b>35</b>	<b>35</b>	<b>30</b>

Note: There are several short assignments related to the case and/or the subject. Sometimes these assignments will be group efforts (3-4 people) while others are individual-based. The nature of the assignment will be specified. Assignments are due at the beginning of the class.

Each MBA course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. Each course grade is distributed as under:

% Marks	Grade	Quality Points
> 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

## Case Assignment

The instructor will assign a set of 7 cases from different sources with adaptation to the UAE/GCC/MENA environment. Two of these cases (Small Co Case and Tall Co Case which are adapted from cases published by the Harvard Business School) will be used in class. The other five cases will be used as part of the individual and group assignments. At least one group assignment will require class presentation. Each individual case will deal with a management problem that is designed to reflect the characteristics of the local environment (UAE/GCC). Each case will require data analysis, interpretation, and recommendations to management. Each student is expected to spend about 105 hours out-of-class time on readings, cases, and problem solving as follows:

### Out-of-Class Time

Assignments and Cases	Approximate Out-of-Class Time
Case # 1 (individual assignment)	5 hours
Case # 2 (Individual assignment)	5 hours
Case # 3 (individual assignment)	5 hours
Case # 4 (Group assignment)	10 hours
Case # 5 (Group assignments)	15 hours
Problem Solving	24 hours
Preparation for Presentation	10 hours
Readings (textbook, journal articles and supplemental readings)	36 hours

**Teaching Methods:** Teaching methods used in this course are Interactive learning, lectures, Case studies, Excel Add-on tools (optimization tools) and Solving Analytical Problems.

**Use of Modern Instructional Technology:** Moodle Learning System.

Weekly/Daily Teaching Plan				
Day Week	Lecture	Ch	Chapter Objectives	Assignment / Reading
1	The Role of Services in an Economy	1	Identify traits that all services have in common Describe the central role of services in an economy. Identify the sources of service sector growth.	SR1, TB1
2	The Nature of Services	2	Identify and critique the five distinctive characteristics of a service operation and explain the implications for managers. Use the service process matrix to classify a service.	SR3, TB2

			Explain how a strategic classification of services can be helpful to managers.	
3	Service Strategy	3	Critically discuss the competitive environment of services. Discuss the competitive role of information in services. Identify potential limits in the use of information as part of a competitive strategy.	SR4, TB 3
4	Technology in Services	5	Give industry examples of the evolution of self-service from human contact, to machine assisted, to electronic service. Describe and differentiate the eight generic e-business models. Describe the managerial issues associated with the adoption of new technology.	SR2, TB5
5	Service Quality	6	Use the service quality gap model to diagnose quality problems. Perform a walk-through audit (WtA). Illustrate how poka-yoke methods are applied to quality design in services.	SR5, TB 6
6	The Service Encounter	8	Use the service encounter triad to describe a service firm's delivery process. Prepare abstract questions and write situational vignettes to screen service recruits. Discuss the role of scripts in customer coproduction.	SR6, TB8
7	Managing Capacity and Demand	11	Determine the overbooking strategy for a service that minimizes expected loss. Prepare a work schedule for part-time employees. Explain what yield management is, when its use is appropriate, and how it can be accomplished using the critical fractile criterion.	SR7, TB11
8	Service Supply Relationships	13	Identify the sources of value in a service supply relationship. Discuss the managerial implications of bidirectional relationships. Discuss the managerial considerations to be addressed in outsourcing services.	SR8, TB13
9	Growth and Globalization of Services	14	Discuss the nature of franchising from the point of view of the franchiser and the franchisee. Identify and differentiate the five global service strategies.	SR9, SR10, TB14
10			Team Presentation	
11			Final Examination (Comprehensive)	

## Educational Resources

Educational Resource	Description
<b>Text Book Required (TB)</b>	Fitzsimmons, James A., and Mona J. Fitzsimmons, <i>Service Management: Operations, Strategy, and Information Technology</i> , 6 <sup>th</sup> Ed., Irwin /McGraw-Hill, 2008.
<b>Supporting Reading (SR)</b> (Journals available from pro Quest at UD library through remote access)	<ol style="list-style-type: none"> <li>"Suppose we took service seriously?," David E. Bowen and Roger Hallowell, <i>Academy of Management Executive</i>, vol. 16, no. 4, 2002, 69-72.</li> <li>"Implementing successful self-serve technologies," Mary Jo Bitner, Amy L. Ostrom, and Matthew L. Meuter, <i>Academy of Management Executive</i>, vol. 16, no. 4, 2002, 96-109.</li> <li>"The Mismanagement of Customer Loyalty," Werner Reinartz and V. Kumar., <i>Harvard Business Review</i>, July. 2002, 86-94. (R0207F)</li> <li>"The Service-Driven Service Company," Leonard A. Schlesinger and James L. Heskett, <i>Harvard Business Review</i>, September-October 1991, 71-81. (91511)</li> <li>"Driving service effectiveness through employee-customer linkages," S. Douglas Pugh, Joerg Dietz, Jack W. Wiley, and Scott M. Brooks, <i>Academy of Management Executive</i>, vol. 16, no. 4, 2002, 73-84.</li> <li>"Who's the boss? Contending with competing expectations from customers and management," Kimberly A. Eddeston, Deborah L. Kidder, and Barrie E. Litzky, <i>Academy of Management Executive</i>, vol. 16, no. 4, 2002, 85-95.</li> <li>"Control in an Age of Empowerment," Robert Simons, <i>Harvard Business Review</i>, March-April 1995, 80-88. (95211)</li> <li>"Aligning service strategy through Super-Measure management," Ivor Morgan and Jay Rao, <i>Academy of Management Executive</i>, vol. 16, no. 4, 2002, 121-131.</li> <li>"The Profitable Art of Service Recovery," Christopher Hart, James Heskett, W. Earl Sasser, <i>Harvard Business Review</i>, July-Aug. 1990, 148-156. (90407)</li> <li>"Why Satisfied Customers Defect", Thomas O. Jones and W. Earl Sasser, Jr., <i>Harvard Business Review</i>, November-December 1995, 89-99. (95606)</li> </ol>