FB6726: SERVICE OPERATIONS MANAGEMENT

Effective Term
Semester A 2025/26

Part I Course Overview

Course Title
Service Operations Management

Subject Code
FB - College of Business (FB)
Course Number
6726

Academic Unit
Decision Analytics and Operations (DAOS)

College/School
College of Business (CB)

Course Duration
One Semester

Credit Units
3

Level
P5, P6 - Postgraduate Degree

Medium of Instruction
English

Medium of Assessment
English

Prerequisites
FB5721 Operations Management

Precursors
Nil

Equivalent Courses
MS6726 Service Operations Management

Exclusive Courses
Nil

Part II Course Details

Abstract
This course aims to (1) provide the student with an overview of the operational concepts experienced mainly in service organizations and the issues they deal with in order to improve their competitiveness; (2) develop students' abilities to

utilize concepts and tools necessary to effectively manage the planning, design, and delivery processes of services; (3) provide students with examples of current issues faced by local service/production organizations;

Course Intended Learning Outcomes (CILOs)

	CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Describe the characteristics of service operations management; explain how the operations function contributes to productivity growth;		x		
2	Explain the technical concepts related to service operations management; evaluate the complexities associated with the implementation of operations systems and appraise operations management theory and its relevance to different situations;			x	
3	Critically discuss academic literature and other information sources related to service and operations management;			x	
4	Identify service operations problems in real world business environments, select and apply appropriate methodologies and devise and evaluate solutions to these problems; conduct operational planning and service improvement, and provide justification of results and impact;			x	
5	Demonstrate the integration of the textual and numerical material and produce effective oral communication using a range of traditional and electronic media			x	x

A1: Attitude
Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability
Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments
Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

	LTAs	Brief Description	CILO No.	Hours/week (if applicable)
1	Lecture	Students will gain the concepts and general knowledge of service operations explained to them.	1, 2, 3	

2	Case/Paper Presentations	Students will conduct case/paper analyses and make presentations in class.	1, 2, 3, 4, 5	
3	Peer-discussion	Students will engage in structured discussion with peers to identify areas to improve on in their returned assessment tasks.	2, 3, 4, 5	
4	Readings	Students will critically engage with books and articles related to their course topics.	2, 3, 5	

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks ("-" for nil entry)	Allow Use of GenAI?
1	Group Project and Presentation	1, 2, 3, 4, 5	35	-	No
2	Case/Paper Analyses and Presentations	2, 3, 4, 5	20	-	No
3	In-class Participation	1, 2, 3, 4, 5	10	-	No

Continuous Assessment (%)

65

Examination (%)

35

Examination Duration (Hours)

3

Additional Information for ATs

Examination: CILO No. 1,2,3,4,5.

Assessment Rubrics (AR)

Assessment Task

Group Project and Presentation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability to prepare reports integrating textual and numerical material and produce effective oral communication

Excellent

(A+, A, A-) High

Good

(B+, B, B-) Significant

Fair

(C+, C, C-) Moderate

Marginal
(D) Basic

Failure
(F) Not even reaching marginal levels

Assessment Task
Case/Paper Analyses and Presentations (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion
Ability to apply appropriate operations management techniques and evaluate solutions

Excellent
(A+, A, A-) High

Good
(B+, B, B-) Significant

Fair
(C+, C, C-) Moderate

Marginal
(D) Basic

Failure
(F) Not even reaching marginal levels

Assessment Task
In-class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion
Contribution through readings, in-class exercises, and active and insightful class participation. Punctual and nearly full attendance

Excellent
(A+, A, A-) High

Good
(B+, B, B-) Significant

Fair
(C+, C, C-) Moderate

Marginal
(D) Basic

Failure
(F) Not even reaching marginal levels

Assessment Task
Examination (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion
Students are expected to solve the problems, as well as they can, with clear key points covered for open-end questions, with clear logic for computation-required questions, and with novel ideas for strategic level questions

Excellent
(A+, A, A-) High

Good
(B+, B, B-) Significant

Fair
(C+, C, C-) Moderate

Marginal
(D) Basic

Failure
(F) Not even reaching marginal levels

Assessment Task
Group Project and Presentation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion
Ability to prepare reports integrating textual and numerical material and produce effective oral communication

Excellent
(A+, A, A-) High

Good
(B+, B) Significant

Marginal
(B-, C+, C) Moderate

Failure
(F) Not even reaching marginal levels

Assessment Task
Case/Paper Analyses and Presentations (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion
Ability to apply appropriate operations management techniques and evaluate solutions

Excellent
(A+, A, A-) High

Good
(B+, B) Significant

Marginal
(B-, C+, C) Moderate

Failure
(F) Not even reaching marginal levels

Assessment Task
In-class Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion
Contribution through readings, in-class exercises, and active and insightful class participation. Punctual and nearly full attendance

Excellent
(A+, A, A-) High

Good
(B+, B) Significant

Marginal
(B-, C+, C) Moderate

Failure
(F) Not even reaching marginal levels

Assessment Task
Examination (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion
Students are expected to solve the problems, as well as they can, with clear key points covered for open-end questions, with clear logic for computation-required questions, and with novel ideas for strategic level questions

Excellent
(A+, A, A-) High

Good
(B+, B) Significant

Marginal
(B-, C+, C) Moderate

Failure
(F) Not even reaching marginal levels

Part III Other Information

Keyword Syllabus

Fundamental Concepts of Operations Management
Operational Management defined. Historical development. Differences between services and production. Strategy and market position. Role of services in an economy. The nature of services. Integration of Marketing and Operations.

Product Design & Process Selection
Basic concepts of product development and process selection. Process flow design. Process Analysis.

Managing Waiting Lines
Queuing Systems. The Psychology of Waiting. The Economics of Waiting. Essential Features of Queuing Systems.

Service Quality Management and Service Operations Performance Measurement
Service Quality and Efficiency Concepts. Measurement Techniques. Control and Improvement Issues. Productivity (DEA).

Forecasting demand for Services
The Demand Forecast. Factors Affecting the Choice of Forecasting Method. Time Series Models. Causal Forecasting Techniques; Qualitative Methods.

Managing Supply and Demand
Yield management. Capacity Management. Inventory Management.

Service Location
Location Selection and Quantitative Methods for Location Selection. Site Selection.

Facility Layout
Product and Process Layout. Office, Retail Store.

Scheduling
Scheduling Capacity. Matching Delivery Process to Customers. Characteristics of Routing and Scheduling Issues; Routing and Scheduling Service Vehicles.

Reading List

Compulsory Readings

	Title
1	James A. Fitzsimmons and Mona J. Fitzsimmons (2006), Service Management Operations: Operations, Strategy, and Information Technology, McGraw-Hill/Irwin
2	Robert Johnston and Graham Clark (2005), Service Operations Management: Improving Service Delivery, Prentice Hall.

Additional Readings

	Title
1	K.J. Klassen and T.R. Rohleder (2001), Combining Operations and Marketing to Manage Capacity and Demand in Services, The Service Industries Journal, Vol.21, No.2, pp.1–30.
2	L Heracleous, J Wirtz, R Johnston (2004), Cost-effective Service Excellence: Lessons from Singapore Airlines, Business Strategy Review, Vol. 15 Issue 1, pp. 33-38.
3	R. Johnston (2004), Towards a better understanding of service excellence, Managing Service Quality, Vol. 14 · No. 2/3, pp. 129-133.
4	S.W. Brown, D.L. Cowles, and T.L. Tuten (1996), Service recovery: its value and limitations as a retail strategy, International Journal of Service Industry Management, Vol. 7 No. 5, 1996, pp. 32-46.
5	S.B. Liden and P. Skalen (2003), The effect of service guarantees on service recovery, International Journal of Service Industry Management, Vol. 14 No. 1, pp. 36-58.
6	R. Johnston (1999), Service transaction analysis: assessing and improving the customer’ s experience, Managing Service Quality, Vol. 9, No. 2, pp. 102-109.
7	P. Jones and E. Peppiatt (1996), Managing perceptions of waiting times in service queues, International Journal of Service Industry Management, Vol. 7 No. 5, pp. 47-61.
8	R.S. Schuler, L.P. Ritzman, and V. Davis (1981), Merging Prescriptive and Behavioral Approaches for Office Layout, Journal of Operations Management, no. 3, pp. 131-42.
9	S.E. Kimes (1989), Yield Management: A Tool for Capacity-Constrained Service Firms, Journal of Operations Management, Vol.8, No. 4, pp. 348-363.
10	P.F. Drucker (1991), "The New Productivity Challenge," Harvard Business Review, Nov-Dec., pp. 69-79.