



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration (Part-Time), 4th Semester
Functional Area Specialization: Production and Operations Management
Subject Name: Services Operations Management (SOM)
Subject Code: 4549971

With effective
 from academic
 year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Design and deliver operations to achieve competitive advantage in services. Critically analyse the types of service operations and operational parameters that are imperative for organisational success. Understand the difference between service and manufacturing environments.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Evaluate and compare strategies leading to improvement of service operations quality. Demonstrate ability to analyze the critical aspects of service systems which manage capacity to meet customer requirements.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Assess the impact of culture on service operation decisions like site selection, inventory management, etc. Be appraised about the latest global developments in the domain.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate the impact of service operations on society.
Effective Communication (EC)	<ul style="list-style-type: none"> Create clear set of policies, procedures and rules to effectively communicate the requirements of managing service operations.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Identify key roles and responsibilities to be executed for smooth service operations.

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation, Site Selection for Services: Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results	10	18
II	Mathematical Solution Methods for delivered services, Site Selection for Quasi- Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	10	18



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	Yield Management: <ul style="list-style-type: none"> Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time. 		
III	Inventory Management in Services: <ul style="list-style-type: none"> Services versus Manufacturing Inventory Set Up and Ordering Costs Number of Products Limited Shelf Space Lost Sales versus Back Orders Product Substitution Demand Variance Information Accuracy The Newsvendor Model Multiple Products and Shelf Space Limitations Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage. 	10	17
IV	Offshoring and Outsourcing: <ul style="list-style-type: none"> Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues. 	10	17
V	Practical: <ul style="list-style-type: none"> Case Studies and Presentations <input type="checkbox"/> Students can also visit service firms and study their revenue and yield management practices 	---	(30 marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



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6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Sanjeev Bordoloi, James A. Fitzsimmons, Mona J. Fitzsimmons	Service management: Operations, Strategy, Information Technology	McGraw Hill	2019 / 9 th
2	Robert Johnston, Graham Clark, Michael Shulver	Service Operations Management: Improving Service Delivery	Pearson	2017 / 4 th
3	Richard D. Metters	Successful Service Operations Management	Cengage	2012 / 2 nd
4	Sunetra Roday, Archana Biwal, Vandana Joshi	Tourism: Operations and Management	Oxford	Latest
5	G. Raghubalan, Smritee Raghubalan	Hotel Housekeeping: Operations and Management	Oxford	2015 / 3 rd
6	R. Singaravelavan	Food and Beverage Services	Oxford	2016 / 2 nd

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Manufacturing and Service Operations Management
2. International Journal of Services and Operations Management
3. International Journal of Operational Research
4. International Journal of Applied Operational Research
5. Opsearch (Journal published by Operational Research Society of India)
6. The IUP Journal of Operations Management
7. <http://ifors.org/india/>