



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2017-2018)**

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Programme Name: MMS

Name of the Course: **Service Operations Management**

Maximum marks:100

No. of Sessions: 13

Name of the Faculty: Dr. Nitin Joshi

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Weblink:

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**Learning Objectives:**

1. Create a fair amount of understanding of Services operations management
  2. To identify Service Gaps identifications and scope of reducing the gaps.
  3. How Services business can help exploring possibilities of increasing profits through services business.
  4. Learn the art of coping up with services failures
  6. Application of understanding in analysing real world examples and case studies through effective independent and collaborative work
  7. Learn the importance of inventory management in services business
  8. Why organizations wish to outsource ?
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**Reference Books:**

1. James A. Fitzsimmons & Mono J. Fitzsimmons "Service management" Tata McGraw-Hill Publishing Co Ltd. New Delhi
2. Bill Hollins and Sadie Shinkins "Managing Service Operations –Design and implementation" Sage Publication New Delhi 2006.
3. Roger G. Schroeder, "Operations Management" Tata McGraw-Hill New Delhi 2009
4. Successful Services Operations Management by Metters, King –Metters, Pulliman and Walton, Thomson India.
5. Services Operations Management : Improving services delivery by Robert Johnson Graham Clark, Prentice Hall.



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**Plan:**

<b>Session No</b>	<b>Topics to be covered</b>	<b>Books to be referred/ Recommended/ References-Print/Articles/ News/Research papers/ Online database/ Software /Simulations used</b>	<b>Learning outcomes</b>	<b>Evaluation of Students understanding by MCQs/Quiz/Short Test</b>
1	Introduction to Services economy, growth of services sector, Government Initiatives, Recent Development in Services sectors. Reasons for growth of services sector. Factors critical for service industry.	Chapter No. One of " Intro to Services Management" page no. 3 of the book Managing Services Operations.	Express the concept of Services management Understand the role of Operations manager in services Sector.	MCQ / Asking them questions
2	Classification of services, Distinctive Characteristics of Services, Critical factors for success of services business. Service delivery System-Process flow diagram, process simulation	Case : Village Volvo Case : Xpresso Lube , Chapter Two of Services management Page 17-29	Differentiate characteristics of services. Explain how classification helps in business management.	How they interpret during case. Students to understand that Customer centricity is important for operations as well.
3	Site Selection for services: Types of firms, Factor rating model, Regression, GIS.	Page 201-217, Chapter 11 Service Location and distribution, from Managing Services Ops.	Suggest an appropriate location decision using an model. Elaborate on factors affecting locations decision.	Student to solve at home and show
4	Selection for Quasi Mfg services , Demand sensitive services , Site selection of Delivered services- expected results	Page 253-271, Chapter 9 Services management	Thinks of all the factors associated with the services locations and should share it with reasons. Estimate the demand for services.	Assignment
5	Gravity Model, Mathematical solutions Methods for delivered services,	Page 201-217, Chapter 11 Service Location and distribution , from Managing Services Ops.	For warehousing etc how to identify the location coordinates.	Assignment



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6	Mixed linear Integer programming for location selection.	Case: Health Maintenance Org page 279 of services management	How to use the data for decision making	Solve a problem to check.
7	Capacity management, Strategies of managing Demand, Strategic role of capacity decisions. Static Methods Nested static methods	Chapter 12 of services management Chapter 14 of services management	Know how to calculate people efficiency and get the number for the jobs	Quiz
8	Dynamic methods, Pricing Implementation issues. Employee empowerment. Cost and implementation time.	<a href="http://smallbusiness.chron.com/dynamic-pricing-strategy-5117.html">http://smallbusiness.chron.com/dynamic-pricing-strategy-5117.html</a>	Understand the methods and demonstrate the use of the model.	Check with a problem
9	Services Vs Mfg Inventory, Setup and ordering cost, Inventory Management : Cost factors in services, Multiple products and shelf space limitations ,	<a href="http://smallbusiness.chron.com/five-differences-between-service-manufacturing-organizations-19073.html">http://smallbusiness.chron.com/five-differences-between-service-manufacturing-organizations-19073.html</a> , <a href="http://bizshifts-trends.com/2014/05/18/war-retail-shelf-space-battle-shelf-placement-fight-low-slotting-fees-position-mindshare/">http://bizshifts-trends.com/2014/05/18/war-retail-shelf-space-battle-shelf-placement-fight-low-slotting-fees-position-mindshare/</a>	Understand the cost of inventory and ways of reducing it. Understand Value of space in Retail and how to use it optimally.	Test and Q&A
10	Demand variance Information accuracy, The newsvendor model,	Chapter 17 of services management 453 , <a href="http://faculty.chicagobooth.edu/donald.eisenstein/research/NewsVendorModel.pdf">http://faculty.chicagobooth.edu/donald.eisenstein/research/NewsVendorModel.pdf</a>	How vendor Effective vendor management can help business make more profits.	Q&A
11	Inventory Inaccuracy , Revenue sharing, Markdown Money, Management Back order, Information accuracy,	Chapter 18 of services management page 477, <a href="http://www.inc.com/articles/2005/03/markdowns.html">http://www.inc.com/articles/2005/03/markdowns.html</a> .	Importance of accuracy in information and every bit is important in business.	Q&A
12	Inventory Management , Phantom stock outs	<a href="https://faculty.fuqua.duke.edu/~lc91/More/papers/Chen_Inspection_2014.pdf">https://faculty.fuqua.duke.edu/~lc91/More/papers/Chen_Inspection_2014.pdf</a>	Opportunity cost and how stock out is a big cost.	Test
13	Off Shoring and Outsourcing: Contract Risk, Pricing Risk, Pricing in services , How to build pricing strategy, Pricing methods	Managing Services Operations : Page 332-336 Case: Rapid replenishment at TESCO Page 188	Explain outsourcing as a concept. Explain strategies of outsourcing.	Student to visit supplyworks.com and examine how they streamline the purchase process.
14	Off Shoring and Outsourcing: Information privacy risk, Off shoring and competitive risk	Managing Services Operations : Page 332-336	How scalability is possible in this era with outsourcing.	Q&A
15	Case Study Presentations		How to present a case in a	



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			effective manner with a solution	
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- Refer syllabus copy to make plan

**2. Practical Approach : Other activities (Atleast 4 distinct activities)**

<b>Sr. No.</b>	<b>Activity Name</b>	<b>Topic Coverd</b>	<b>Learning outcomes</b>	<b>Source</b>
1	Role Play	<b><u>Services process improvement</u></b>	<b><u>Observation skills to be worked upon</u></b>	
2	Industry Visit			
3	Academic Projects			
4	Book Review			
5	Group Discussion	<b><u>Inventory management</u></b>	<b><u>Change your lenses</u></b>	
6	Business Quiz / Business News sharing			
7	Videos / Simulation			
8	Use of Software and Labs			
9	Any other activity	<b><u>Presentations</u></b>	<b><u>Confidence building and making effective presentations</u></b>	



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**3. Decision Making Approach : Cases to be referred : (min 3 cases)**

<b>Sr. No.</b>	<b>Case Name</b>	<b>Topic Covered</b>	<b>Learning outcomes</b>	<b>Source</b>
1	<u>Volkswagen case</u>	<u>Major Corporate Governance Failures</u>	<u>Understand unethical practices, problems and issues , its consequence and also how to avoid unethical practices</u>	<a href="http://www.ft.com/cms/s/0/e2ead4fa-8311-11e5-8e80-1574112844fd.html#axzz3vkh6O4qT">http://www.ft.com/cms/s/0/e2ead4fa-8311-11e5-8e80-1574112844fd.html#axzz3vkh6O4qT</a>
2	<u>Lessons from Nestlé's crisis in India</u>	<u>Problems Noticed in various Corporate Failures.</u>	<u>Will understand how to learn from mistakes nad also to pay attention to critical factors</u>	<a href="http://www.ethicalcorp.com/stakeholder-engagement/asia-column-lessons-nestles-crisis-india">http://www.ethicalcorp.com/stakeholder-engagement/asia-column-lessons-nestles-crisis-india</a>
3	<u>Coca-Cola India's Corporate Social Responsibility Strategy</u>	<u>Corporate Social Responsibility</u>		<a href="http://www.icmrindia.org/casestudies/catalogue/Business%20Ethics/Coca-Cola%20India-CSR%20Strategy-Case%20Studies1.htm">http://www.icmrindia.org/casestudies/catalogue/Business%20Ethics/Coca-Cola%20India-CSR%20Strategy-Case%20Studies1.htm</a>
4				
5				

Internal evaluation

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test	Presentation of different topic	20
Presentation		
Case Study	Ongoing	10



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Participation		10
Others		

**II) External:**  
**(Sample questions)**

1. Imagine that you are planning a location for a new pizza restaurant. What sort of information do you need to inform your decision maker? What decision –making techniques will you use to decide between alternative locations.
2. What factors are important for a manager to consider when attempting enhancing a service firm’s image?
3. Explain the importance/role of services operations management in the economy?
4. Managing capacity in services operations has been a challenges. There is a lot of complexity when it comes to demand flow. Please comment on the statement with an example of your choice.
5. Capacity management in a complex in service business. There are various strategies which are being used by various organization based on their experience . Can you suggest a strategy and substantiate it with a relevant example.

**Signature of Faculty**

**Signature of the Co-ordinator**