

### SERVICE MANAGEMENT

**Learning Objective:** The course aims to provide an understanding and to acquaint the participants with decision making in planning, design, delivery, quality and scheduling of service operations even in global scale. The participants are also expected to appreciate the role of service quality in emerging service economy of India in relation to international business environment.

**Course Contents:**

**Unit I**

**Lectures: 8**

Introduction to Services: Nature of Services; Characteristics of Services –Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.

**Unit II**

**Lectures: 10**

Services Marketing Mix : Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. Services Distribution, Promotion, Pricing, People, Physical evidence, and Process

**Unit III**

**Lectures: 12**

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job and Work Design- Safety and Physical Environment; Effect of Automation; Operations Standards and Work Measurement; Measurement and Control and improvement of Quality of Services;

**Unit IV**

**Lectures: 12**

Concept of a Total Quality Service, Dynamics of Service Delivery System; Aggregate Planning for Services; Scheduling for Service Personnel and Vehicles; Inventory Management in Services; Supply Chain and Distribution of Services; Total Productive Maintenance (TPM) in Services, Case Studies of Exemplary Professional Services. Concept of Total Quality (TQ) in Services; Determinants of Service Quality; Components of TQ Loop; Elements of a TQM System; Developing Service Quality Culture and Ethics: Trust, Values, Integrity and Responsibility;

**Unit V**

**Lectures: 14**

Quality Policy and Organisation; Service Quality Costs, Design for Quality, Failsafing, Service Quality Deployment, Benchmarking, Q-7 and new Q-7 Tools; Assessment of Customer feedback and Satisfaction, Walk-Through Audit, Use of scales like SERVQUAL and LODGESERVE; Service Quality Gaps Analysis; Customer Value Analysis; Human aspects of Service Quality ;Total Employee Involvement and Empowerment; Suggestion System; Benchmarking; Implementing Service Quality: Complaints Handling and Service Recovery; Unconditional Service Guarantee and Refunds, Integrating Service Quality with Environment, Safety and Supply Chain; Total Service Quality Management Systems; Assessment, Accreditation and Audits.

**Text Books:**

1. Albrecht, K., & Zemke, R.(1985) *Service America: Doing Business in the New Economy*. Illinois: Dow Jones Irwin.
2. Collier, D.A. (1987) *Service Management: Operating Decisions*. New Jersey: Prentice Hall.
3. Zeithami Valarie A Gremier, Dwayne.D Bitner, Mary Jo and Pandit, Ajay : *Services Marketing* (6th ed.). Tata McGraw Hill

**References**

1. Bowen, D. E., Chase, R. B., & Cummings, T. G. (Eds.) (1990). *Service Management Effectiveness* (2nd Ed.). San Francisco. Josey Bass.
2. Bowen, D.E. (1985) *Service Management Effectiveness: Balancing Strategy, Organization and Human Resources. Operations and Marketing*. San Francisco: Josey Bass.
3. Haksever, C., Render, B., Russell, R.S., & Murdick, R.G. (2000). *Service Management and Operations*. (2nd Ed.). New Jersey: Prentice Hall.
4. Fitzsimmons, J.A., & Fitzsimmons, M. (1994). *Service Management for Competitive Advantage*. New York. McGraw Hill.

5. Fitzsimmons, J.A., & Sullivan, R.S. (1982). *Service Operations Management*. New York. McGraw Hill.
6. Heskett, J.L. (1990). *Service Breakthroughs. Changing the Rules of the Game*. New York: Free Press.