INTRODUCTION

Service operations management covers the activities, decisions and responsibilities of operations managers in service organizations, operating in sectors such as tourism and hospitality management. It is concerned with providing services, and value, to customers or users of the service, ensuring they get the right experiences and the desired outcomes. It involves a deep understanding of the needs and expectations of the customers, designing and managing the service delivery process, ensuring the organization’s objectives are met, while also continuously paying attention to the improvement of the delivered services.

Operations managers are responsible for most of an organization's assets, for managing most costs and staff and for generating the organization's revenues. Besides managing people, processes, technology and materials, service operations managers also have to manage the customer as a resource. As such, service operations management is a vital organizational function and critical to sustained advantage.

AIMS

From a content-oriented perspective, the objective of this course is to become familiarized with the key concepts, frameworks and techniques of Service Operations Management, and to become aware that the idiosyncrasy of each specific business situation requires a different combination of the introduced concepts, in order to align operations strategy with business strategy.

From the perspective of development of managerial skills and competencies, the objective of the course is to confront the participants with the typical challenges of a Service Operations Manager, putting them in the leading role within each different situation.

After this course, participants should have a conceptual basis as well as decision making experience allowing them to make balanced decisions about operations management within the tourism and hospitality management context.

METHODOLOGY

Case method is the basic methodology used in this course, complemented with lectures and exercises.

EVALUATION

Each participant will be evaluated based on his/her knowledge of the specific subject as well as on the quality and consistency of participation. More specifically, the grade depends upon:
- participation (30%)
- written assignments (15%)
- final group presentation (Session 6) (15%)
- final exam (40%)
The participant must pass the final exam in order to pass the subject.

The final grade for participation is an average of the individual grades for each session. The criteria used to grade participation include the following aspects:
1. sound, rigorous, and insightful diagnosis (e.g., sharpening of key issues, depth and relevance of analysis);
2. realistic and effective action recommendations;
3. integrative comments (across cases and/or courses);
4. evidence of active listening (e.g., relevance and timing of comments) and constructive critiques of others' contributions;
5. evidence that the participant has read the cases and the articles given in class;
6. impact on peers' thinking.

BIBLIOGRAPHY

