



## VICTORIA MANAGEMENT SCHOOL

# MMBA 559 MANAGING SERVICE OPERATIONS

Trimester 1 2006

## COURSE OUTLINE

### Contact Details

Dr Brian McGarrie  
Office: Room 929, Rutherford House  
Email: [brian.mcgarrie@vuw.ac.nz](mailto:brian.mcgarrie@vuw.ac.nz)  
Telephone: 04 463 6967 Fax: 04 463 5253

### Class Times and Room Numbers

Tuesdays 1940-2130  
RH LT3

### Course Objectives

The service sector reflects the largest segment of most industrial economies. For example, in New Zealand, the service sector employs over 60% of the total workforce and accounts for more than half the total GDP. Unfortunately, over the past 35 years, service sector productivity growth has consistently lagged that of the manufacturing sector. This course considers the service economy, and identifies and addresses the challenges inherent in managing service organisations. Ideally, services provide an experience that connects with customers in such a personal and memorable way that they become lifetime partners in both the marketing and operations aspects of the business.

Based on the readings, case studies, exercises, discussions, and assignments, you can expect to achieve the following by the end of the term:

1. Understanding of the 'state of the art' in service management thinking Appreciate the organisational significance of managing the service encounter to achieve internal and external customer satisfaction thinking
2. Perceive the entrepreneurial and competitive opportunities available within the service sector

3. Improve your abilities as a manager (and consumer) to critically evaluate and provide (or experience) more effective and efficient customer service.

### Course Content

This course comprises eleven two-hour lectures covering the traditional span of service operations management. The lecture schedule is provided on pages 5-7 of this outline.

### Readings

Johnston R. and Clark C. (2005) Service Operations Management: Improving Service Delivery, second edition, Harlow, Essex, Pearson Education Limited.

Textbooks are available at the Victoria Book Centre. Additional reading as highlighted in the lecture schedule will be provided for you. Further optional reading will be posted on Blackboard after each session.

### Assessment Requirements

ASSIGNMENT TITLE	DUE DATE	VALUE
Service Supply Chain Case Study	Tuesday 2 <sup>nd</sup> May 2006	60%
Critical Literature Review	Tuesday 30 <sup>th</sup> May 2006	40%

These assignments constitute ‘individual work’ in terms of MBA Programme requirements. More details on each assignment will be presented in class.

#### Service Supply Chain Case Study

Prepare a case study report that presents an analysis of a supply chain that you are most familiar with. Such an analysis should address the following:

- Supply chain mapping
- Relationships within the supply chain
- Information flow within the supply chain
- Potential improvements to the supply chain

Word Limit: **4000** (excluding footnotes, references, tables, appendices)

#### Critical Literature Review

Critically review the existing literature on **ONE** of the following topics.

- 1) Service Quality Models
- 2) Service Design
- 3) Capacity Management
- 4) Performance Measurement

Word Limit: **2000** (excluding footnotes, references, tables, appendices)

## **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

## **Mandatory Course Requirements**

### Obtaining Terms and Passing the Course

To obtain terms in this course, students are required to attend classes, fully participate in and submit the written assignments, and achieve at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards are as follows:

#### Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

#### Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

#### Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

#### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

#### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

#### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

## **Individual Work**

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might

interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

### **Communication of Additional Information**

Additional information and information on any changes will be conveyed to students via class announcements and/or by Blackboard/email.

## Lecture Schedule – MMBA 559

SESSION/DATE	TOPIC AND READING
1 – Tuesday 28 <sup>th</sup> February 2006	<p><b>Introduction to Service Operations</b></p> <p><b>Textbook: Chapter 1 &amp; 2</b></p>
2 – Tuesday 7 <sup>th</sup> March 2006	<p><b>Customer Relationships</b></p> <p><b>Textbook: Chapter 3</b></p> <p>Smith A. (2006) ‘CRM and customer service: strategic asset or corporate overhead?’ Handbook of Business Strategy, 87-93.</p>
3 – Tuesday 14 <sup>th</sup> March 2006	<p><b>Service Quality</b></p> <p><b>Textbook: Chapter 4</b></p> <p>Harvey J. (1998) ‘Service quality: a tutorial’ Journal of Operations Management, 16, 5, 583-597.</p>
4 – Tuesday 21 <sup>st</sup> March 2006	<p><b>Service Supply Chains</b></p> <p><b>Textbook: Chapter 5</b></p> <p>Lambert D.M. and Cooper M.C. (2000) ‘Issues in Supply Chain Management’ Industrial Marketing Management, 29, pp65-83.</p> <p>Sampson S.E. (2000) ‘Customer-Supplier duality and bidirectional supply chains in service organisations’ International Journal of Service Industry Management, 11, 4, 348-364.</p>
5 – Tuesday 28 <sup>th</sup> March 2006	<p><b>Service Processes</b></p> <p><b>Textbook: Chapter 6</b></p> <p>Cook L.S., Bowen D.E., Chase R.B., Dasu S., Stewart D.M., Tansik D.A. (2002) ‘Human issues in service design’ Journal of Operations Management, 20, 159-174.</p>

<b>6 – Tuesday 4<sup>th</sup> April 2006</b>	<b>Service People</b>  <b>Textbook: Chapter 7 and 14</b>
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MID TRIMESTER BREAK (in addition, no session on Anzac Day, 25<sup>th</sup> April)

<b>7 – Tuesday 2<sup>nd</sup> May 2006</b>	<b>Resource Utilisation</b>  <b>Textbook: Chapter 8 and 9</b>
<b>8 – Tuesday 9<sup>th</sup> May 2006</b>	<b>Performance Measurement</b>  <b>Textbook: Chapter 10</b>  Walsh P. (2005) ‘Dumbing down performance measures’ <i>Measuring Business Excellence</i> , 9, 4, 37-45.  Wynn-Williams K.L.H. (2005) ‘Performance assessment and benchmarking in the public sector: an example from New Zealand’ <i>Benchmarking: An International Journal</i> , 12, 5, 482-492.
<b>9 – Tuesday 16<sup>th</sup> May 2006</b>	<b>Operations Improvement</b>  <b>Textbook: Chapter 11 and 12</b>  Wirtz J. and Johnston R. (2003) ‘Singapore Airlines: what it takes to sustain service excellence – a senior management perspective’ <i>Managing Service Quality</i> , 13, 1, 10-19.
<b>10 – Tuesday 23<sup>rd</sup> May 2006</b>	<b>Service Strategy</b>  <b>Textbook: Chapter 13</b>  Cho Sung-Eui (2005) ‘Developing new frameworks for operations strategy and service system design in electronic commerce’ <i>International Journal of Service Industry Management</i> , 16, 3, 294-314.

<b>11 – Tuesday 30<sup>th</sup> May 2006</b>	<b>Sustainable Operations and Course Review</b>  Welford R., Young W., and Ytterhus B. (1998) Towards Sustainable Production and Consumption: A Literature review and conceptual framework for the service sector, <i>Eco-Management and Auditing</i> , 5, 38-56.
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## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

### Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

## **Student Conduct and Staff Conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

[www.vuw.ac.nz/policy/StudentConduct](http://www.vuw.ac.nz/policy/StudentConduct).

The policy on Staff Conduct can be found on the VUW website at:

[www.vuw.ac.nz/policy/StaffConduct](http://www.vuw.ac.nz/policy/StaffConduct).

## **Academic Grievances**

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

[www.vuw.ac.nz/policy/AcademicGrievances](http://www.vuw.ac.nz/policy/AcademicGrievances).

## **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.



Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

*'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.*

***Plagiarism is not worth the risk.***

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct ([www.vuw.ac.nz/policy/studentconduct](http://www.vuw.ac.nz/policy/studentconduct)) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

**Students with Disabilities**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

**Student Support**

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz).

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and

faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz).

**Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).**

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

**Where:**

Melissa Dunlop  
Programme Coordinator  
Room 109 D  
14 Kelburn Parade: back courtyard  
Ph: (04) 463 6015  
Email: [Maori-Pacific-Mentoring@vuw.ac.nz](mailto:Maori-Pacific-Mentoring@vuw.ac.nz)

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.