



**COURSE OUTLINE
and
SET OF COURSE**

Course : SERVICE OPERATIONS AND
MANAGEMENT

Code/credits : ED 475 / 3 SKS

**MANAGEMENT DEPARTMENT
FACULTY OF ECONOMICS
DIPONEGORO UNIVERSITY
SEMARANG**

THE OUTLINE OF TEACHING PROGRAMME

- Course : **Service Operations and Management**
- Code / Credit : **EM 475 / 3 SKS**
- Brief Description : The course discuss the concept of service management, its dependency to other discipline such as: marketing, operations, dan organizational behavior, and its implementation as a part of a nation's economy welfare
- General instructional objectives : after completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

No	Special instructional objectives	Main theme	Sub-theme	Est. Wkt	References
1.	<p>after completing the course, students should be able to:</p> <ol style="list-style-type: none"> a. Describe the central role of services in an economy. b. Describe and contrast the features of the new experience economy with that of previous economies. c. Describe the features of the new service economy d. Classify a service into one of four categories using the service process matrix. e. Describe a service using the four dimensions of the service package. f. Discuss the managerial implications of the distinctive characteristics of a service operation. 	<ol style="list-style-type: none"> a. Role of Services in an Economy b. The Nature of Services 	<ol style="list-style-type: none"> a. Service definition b. Dependency of manufacturing on services c. Service sector and sources of service growth d. Service classification e. Service package f. Characteristic of service operations g. Classifying services for strategic insights 	150 minutes	<ol style="list-style-type: none"> 1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River. 2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York.

	g. Discuss the insights obtained from a strategic classification of services.				
2.	<p>after completing the course, students should be able to:</p> <p>a. Formulate a strategic service concept and vision.</p> <p>b. Discuss the competitive environment of services.</p> <p>c. Describe how a service competes using the three generic service strategies.</p> <p>d. Explain the role of the virtual value chain in service innovation.</p> <p>e. Discuss the limits in the use of information</p> <p>f. Discuss the new service development process.</p> <p>g. Compare and contrast the generic approaches to service system design.</p> <p>h. Discuss the managerial issues associated with the adoption of new technology.</p>	<p>a. Service Strategy</p> <p>b. New Service Development and Process Design</p>	<p>a. Strategic Service Vision</p> <p>b. Service Design Elements</p> <p>c. Competitive Environment of Services</p> <p>d. Competitive Service Strategies</p> <p>e. Customer Criteria for Selecting a Service Provider</p> <p>f. The Virtual Value Chain</p> <p>g. New Service Development Cycle</p> <p>h. Levels of Service Innovation</p> <p>i. Adoption of New Technology in Services</p> <p>j. Service Blueprint¹</p> <p>k. Taxonomy of Service Processes</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York.</p>
3.	<p>after completing the course, students should be able to:</p> <p>a. Use the service encounter triad to describe a service firm's delivery process.</p> <p>b. Describe features of an organization's culture.</p> <p>c. Discuss the role of customer as coproducer.</p> <p>d. Discuss the concept of a service profit chain.</p> <p>e. Describe the five</p>	<p>a. The service encounter</p> <p>b. Service quality</p>	<p>a. The Service Encounter Triad</p> <p>b. The Service Organization</p> <p>c. Service Encounter Success Factors</p> <p>d. Contact personnel</p> <p>e. The customer</p> <p>f. Defining service quality</p> <p>g. Measuring service quality</p> <p>h. Quality service by design</p> <p>i. Achieving service quality</p> <p>j. Service recovery</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th</p>

	<p>dimensions of service quality.</p> <p>f. Use the service quality gap model to diagnose quality problems for a service firm.</p> <p>g. Perform service quality function deployment.</p> <p>h. Construct a statistical process control chart.</p> <p>i. Develop unconditional service guarantees.</p> <p>j. Plan for service recovery.</p>				Edition, Mc Graw-Hill: New York.
4.	<p>after completing the course, students should be able to:</p> <p>a. Describe different Internet business models.</p> <p>b. Contrast an electronic and traditional service.</p> <p>c. Understand the importance of scalability to E-commerce success.</p> <p>d. Distinguish among the E-business models.</p>	E-service	<p>a. Internet service</p> <p>b. E-business models</p> <p>c. Service package and e-service</p> <p>d. E-business supply chain (network) elements</p> <p>e. Economics of scalability</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
5.	<p>after completing the course, students should be able to:</p> <p>a. Discuss the competitive role of service facility location on internal and external customers.</p> <p>b. Discuss how different customer service criteria affect facility location.</p> <p>c. Locate a single facility using the cross-median approach.</p> <p>d. Use the Huff model to</p>	<p>a. Service facility location</p> <p>b. The supporting facility</p>	<p>a. Strategic Location Considerations</p> <p>b. Service Facility Location Planning</p> <p>c. Estimation of Geographic Demand</p> <p>d. Facility location techniques</p> <p>e. Site Selection Considerations</p> <p>f. Servicescapes and its typology</p> <p>g. Facility Design Considerations</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New</p>

	<p>evaluate the economic feasibility of a retail service location.</p> <p>e. Discuss nontraditional location strategies</p> <p>f. Discuss the impact of the "servicescape" on the behavior of customers and employees.</p>		<p>h. Facility layout</p> <p>i. Process Flow Charting Symbols</p> <p>j. Environmental Orientation Considerations</p>		York
	<p>g. Describe the critical facility design features.</p> <p>h. Identify the bottleneck operation in a product layout and rebalance for increased capacity.</p> <p>i. Use operations sequence analysis to minimize flow-distance in a process layout.</p> <p>j. Prepare a process flowchart.</p> <p>k. Recommend facility design features to remove anxiety of disorientation.</p>				
6.	<p>after completing the course, students should be able to:</p> <p>a. Describe the strategies for matching supply and demand for services.</p> <p>b. Recommend an overbooking strategy.</p> <p>c. Use Linear Programming to prepare a weekly workshift schedule.</p> <p>d. Prepare a work schedule for part-time employees.</p> <p>e. Use yield management.</p>	Managing supply (capacity) and demand	<p>a. Strategies for managing demand</p> <p>b. Strategies for managing supply</p> <p>c. Yield management</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
7.	<p>after completing the course, students should be able to:</p>	Managing waiting lines	<p>a. The inevitability of waiting</p> <p>b. The psychology of waiting</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick,</p>

	<ul style="list-style-type: none"> a. Describe how queues form. b. Apply Maister's two "laws of service." c. Discuss the psychology of waiting d. Describe the essential features of a queuing system e. Explain the equivalence of Poisson arrival rates and exponential time between arrivals 		<ul style="list-style-type: none"> c. The economics of waiting d. Essential features of queuing systems 		<ul style="list-style-type: none"> R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River. 2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York
8.	<p>after completing the course, students should be able to:</p> <ul style="list-style-type: none"> a. Discuss the concept of customer-supplier duality. b. Discuss the challenge of managing a bidirectional service supply relationship. c. Classify the purchase of a business service. d. Discuss the implications of purchasing business services. 	Managing service supply relationships	<ul style="list-style-type: none"> a. Supply Chain for Physical Goods b. Service supply relationship c. Managerial implications of bidirectional relationships d. Sources of value in service supply relationships e. Purchasing business service f. Implication for purchase decision 	150 minutes	<ul style="list-style-type: none"> 1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River. 2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York
9.	<p>after completing the course, students should be able to:</p> <ul style="list-style-type: none"> a. Discuss the role of information technology in managing inventories. b. Describe the functions and costs of an inventory system. c. Determine the order quantity. d. Calculate the reorder point and safety stock for an inventory system. 	Managing facilitating goods	<ul style="list-style-type: none"> a. Role of Inventory in Services b. Considerations in Inventory Systems c. Order quantity model d. Inventory management under uncertainty e. Inventory control system f. Single Period Inventory Model for perishable goods 	150 minutes	<ul style="list-style-type: none"> 1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River. 2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York

	<p>e. Design a continuous or periodic review inventory-control system.</p> <p>f. Conduct an ABC analysis of inventory items.</p> <p>g. Determine the order size for the single-period inventory case.</p>				York
	<p>h. Describe the rationale behind the retail discounting model.</p>				
10.	<p>after completing the course, students should be able to:</p> <p>a. Describe the nature of project management.</p> <p>b. Construct a project network.</p> <p>c. Perform critical path analysis on a project network.</p> <p>d. Allocate limited resources to a project.</p> <p>e. Crash activities to reduce the project completion time.</p> <p>f. Analyze a project with uncertain activity times.</p> <p>g. Use the earned value chart to monitor a project.</p> <p>h. Discuss the reasons why projects fail to meet performance, time, and cost objectives.</p>	Managing Service Projects	<p>a. The Nature of Project Management</p> <p>b. Techniques for project management</p> <p>c. Resource constraints</p> <p>d. Activity crashing</p> <p>e. Incorporating uncertainty in activity times</p> <p>f. Problems with implementing critical path analysis</p> <p>g. Monitoring project</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
11.	<p>after completing the course, students should be able to:</p> <p>a. Identify the stage of competitiveness for a service firm.</p> <p>b. Discuss the analogous roles of inventory and</p>	Productivity and quality improvement	<p>a. Customer value equation</p> <p>b. Stages in service firm competitiveness</p> <p>c. Continual Improvement as a Competitive Strategy</p> <p>d. Walk-Through-Audit</p> <p>e. Quality and Productivity</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p>

	<p>queuing.</p> <p>c. Perform a Walk-Through-Audit.</p> <p>d. Lead a Plan-Do-Check-Act (PDCA) process improvement initiative.</p> <p>e. Use quality tools for analysis and problem solving.</p> <p>f. Discuss the corporate programs for quality improvement.</p> <p>g. Conduct a data envelopment analysis (DEA).</p>		<p>f. Improvement Process</p> <p>g. Quality Tools for Analysis and Problem Solving</p> <p>g. Corporate Programs for Quality Improvement</p>		<p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
12.	<p>after completing the course, students should be able to:</p> <p>a. Recommend an expansion strategy for a service firm.</p> <p>b. Discuss the nature of franchising.</p> <p>c. Discuss the factors to be considered in multinational development.</p> <p>d. Describe and contrast global service strategies.</p>	Growth and globalization of service	<p>a. Domestic growth and expansion strategy</p> <p>b. Franchising.</p> <p>c. Globalization of services</p> <p>d. Global service strategies</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
13.	<p>after completing the course, students should be able to:</p> <p>a. Recommend the appropriate forecasting model for a given situation.</p> <p>b. Conduct a Delphi forecasting exercise.</p> <p>c. Describe the features of exponential smoothing.</p>	Forecasting Demand for Services	<p>a. Subjective models</p> <p>b. Causal models</p> <p>c. Time series models</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management:</i></p>

	d. Conduct time series forecasting using exponential smoothing with trend and seasonal adjustments.				<i>Operations, Strategy, and Information Technology</i> , 4 th Edition, Mc Graw-Hill: New York
14.	<p>after completing the course, students should be able to:</p> <p>a. Discuss the strategic role of capacity planning.</p> <p>b. Describe a queuing model using A/B/C notation.</p> <p>c. Use queuing models to calculate system performance measures.</p> <p>d. Describe the relationships between queuing system characteristics.</p> <p>e. Use queuing models and various decision criteria for capacity planning.</p>	Queuing models and capacity planning	<p>a. Capacity planning challenges</p> <p>b. Analytical queuing models</p> <p>c. Capacity planning criteria</p>	150 minutes	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>

GARIS-GARIS BESAR PROGRAM PENGAJARAN

Mata Kuliah : **Manajemen dan Operasi Jasa**

Kode / SKS : **EM 475 / 3 SKS**

Deskripsi singkat : Mata kuliah ini membahas tentang konsep manajemen jasa, keterkaitannya dengan bidang pemasaran, operasi, dan perilaku organisasi serta dan penerapannya sebagai bagian dari perkembangan kemakmuran perekonomian suatu bangsa.

Tujuan Instruksional Umum (TIU) : Setelah menyelesaikan mata kuliah ini mahasiswa akan dapat menggambarkan dan menjelaskan konsep manajemen jasa sebagai suatu pendekatan yang integratif untuk membangun manajemen jasa yang efektif

No	Special instructional objectives	Main theme	Sub-theme	Est. Wkt	References
1.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Menggambarkan peran sentral jasa dalam sebuah perekonomian.</p> <p>b. Menggambarkan dan membandingkan ciri-ciri perkembangan ekonomi baru dengan sebelumnya.</p> <p>c. Menggambarkan ciri-ciri perekonomian jasa terkini</p> <p>d. Mengklasifikasi jasa dalam empat kategori dengan menggunakan matrik proses jasa.</p> <p>e. Menggambarkan jasa dengan menggunakan empat dimensi jasa.</p>	<p>a. Peran jasa dalam perekonomian.</p> <p>b. Dasar-dasar jasa.</p>	<p>a. Definisi jasa</p> <p>b. Ketergantungan manufaktur terhadap jasa</p> <p>c. Sektor jasa dan sumber-sumber pertumbuhan jasa.</p> <p>d. Klasifikasi jasa.</p> <p>e. Paket jasa.</p> <p>f. Karakteristik operasi jasa.</p> <p>g. Klasifikasi jasa untuk kepentingan strategik.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York.</p>

	<p>f. Mendiskusikan implikasi manajerial berbagai cirri yang berbeda dari operasi jasa.</p> <p>g. Mendiskusikan pemikiran-pemikiran yang diperoleh dari klasifikasi strategic jasa.</p>				
2.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Memformulasikan konsep dan visi jasa strategik.</p> <p>b. Mendiskusikan lingkungan kompetitif jasa.</p> <p>c. Menggambarkan persaingan jasa dengan mengunakantiga strategi generik jasa.</p> <p>d. Menjelaskan peran rantai nilai virtual dalam inovasi jasa.</p> <p>e. Mendiskusikan batas-batas penggunaan informasi dalam jasa.</p> <p>f. Mendiskusikan proses pengembangan jasa yang baru.</p> <p>g. Membedakan dan membandingkan pendekatan generik dengan pendekatan desain sistem jasa.</p> <p>h. Mendiskusikan isu-isu manajerial yang terkait dengan pengadopsian teknologi baru.</p>	<p>a. Strategi jasa</p> <p>b. Desain proses dan pengembangan jasa baru.</p>	<p>a. Visi jasa strategik.</p> <p>b. Elemen desain jasa.</p> <p>c. Lingkungan kompetitif jasa.</p> <p>d. Strategi jasa kompetitif.</p> <p>e. kriteria pelanggan untuk memilih penyedia jasa.</p> <p>f. Rantai nilai virtual.</p> <p>g. Siklus pengembangan jasa baru.</p> <p>h. Level inovasi jasa.</p> <p>i. Pengadopsian teknologi baru dalam jasa.</p> <p>j. Cetak biru jasa.</p> <p>k. Taksonomi proses jasa.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York.</p>
3.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa</p>	<p>a. Service encounter</p> <p>b. Mutu jasa.</p>	<p>a. Service Encounter Triad</p> <p>b. Organisasi jasa.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick,</p>

	<p>diharapkan mampu untuk:</p> <ol style="list-style-type: none"> Menggunakan service encounter triad untuk menggambarkan proses penyampaian jasa sebuah perusahaan. Menggambarakan ciri-ciri budaya organisasi. Mendiskusikan peran pelanggan sebagai co-producer. Mendiskusikan konsep rantai profit jasa. Menggambarakan lima dimensi mutu layanan. Penggunaan model kesenjangan mutu layanan untuk mendiagnosa masalah mutu untuk perusahaan jasa. Melakukan penyebaran fungsi mutu jasa. Mengkonstruksi bagan kendali proses statistik. Mengembangkan jaminan jasa plus. Perencanaan perbaikan jasa. 		<ol style="list-style-type: none"> Factor kesuksesan service encounter Personel jasa Pelanggan Mendefinisikan mutu layanan. Mengukur mutu jasa. Desain mutu jasa. Pencapaian mutu jasa. Perbaikan jasa. 		<p>R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York.</p>
4.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <ol style="list-style-type: none"> Menggambarakan model-model bisnis internet. Membandingkan jasa secara tradisional dan elektronik. Memahami pentingnya skala kesuksesan e-commerce. Membedakan model- 	E-service	<ol style="list-style-type: none"> Jasa berbasis internet. Model-model e-business Paket jasa dan e-service Elemen-elemen rantai pasokan e-business (jejaring). Skala ekonomis jasa. 	150 menit	<ol style="list-style-type: none"> Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th

	model e-business.				Edition, Mc Graw-Hill: New York
5.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Mendiskusikan peran kompetitif lokasi fasilitas jasa bagi pelanggan internal dan eksternal.</p> <p>b. Mendiskusikan bagaimana criteria pelanggan yang berbeda mempengaruhi lokasi fasilitas jasa.</p> <p>c. Menentukan lokasi jasa dengan menggunakan pendekatan cross-median.</p> <p>d. Penggunaan model Huff model untuk mengevaluasi fisibilitas ekonomi lokasi jasa retail.</p> <p>e. Mendiskusikan strategi lokasi nontradisional.</p> <p>f. Mendiskusikan dampak "servicescape" terhadap perilaku pelanggan dan karyawan.</p> <p>g. Menggambarkan cirri-ciri desain fasilitas yang kritis.</p> <p>h. Mengidentifikasi bottleneck" operasi pada layout produk dan penyeimbangan kembali untuk meningkatkan kapasitas.</p> <p>i. Penggunaan analisis urutan operasi untuk meminimalkan jarak</p>	<p>a. Lokasi fasilitas jasa.</p> <p>b. Fasilitas pendukung</p>	<p>a. Pertimbangan lokasi strategik.</p> <p>b. Perencanaan lokasi fasilitas jasa.</p> <p>c. Estimasi permintaan secara geografis.</p> <p>d. Teknik-teknik penentuan lokasi.</p> <p>e. Pertimbangan pemilihan tempat.</p> <p>f. Servicescapes and tipologinya</p> <p>g. Pertimbangan desain fasilitas.</p> <p>h. Layout fasilitas.</p> <p>i. Simbol-simbol bagan alir proses.</p> <p>j. Pertimbangan orientasi lingkungan.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper-Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>

	<p>aliran dalam layout proses.</p> <p>j. Mempersiapkan bagan alir proses jasa.</p> <p>k. Merekomendasikan ciri-ciri desain fasilitas untuk menekan kecemasan munculnya disorientasi.</p>				
6.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Menggambarkan strategi-strategi untuk mencocokkan pasokan dan permintaan jasa.</p> <p>b. Merekomendasikan strategi overbooking.</p> <p>c. Penggunaan Linear Programming untuk menyiapkan jadwal pergantian kerja mingguan.</p> <p>d. Menyiapkan jadwal kerja untuk karyawan paruh waktu.</p> <p>e. Penggunaan manajemen hasil.</p>	Mengelola pasokan (kapasitas) dan permintaan.	<p>a. Strategi-strategi untuk mengelola permintaan.</p> <p>b. Strategi-strategi untuk mengelola pasokan.</p> <p>c. Manajemen hasil.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
7.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Menggambarkan bagaimana antrian terbentuk.</p> <p>b. Pengaplikasian hukum jasa Maister.</p> <p>c. Mendiskusikan psikologi antrian.</p> <p>d. Menggambarkan ciri-ciri dasar sistem antrian.</p> <p>e. Menjelaskan ekuivalensi</p>	Mengelolan jalur antrian.	<p>a. Arti penting antrian.</p> <p>b. Psikologi antrian.</p> <p>c. Ilmu ekonomi antrian.</p> <p>d. Ciri-ciri dasar sistem antrian.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New</p>

	tingkat kedatangan of Poisson dan waktu eksponensial antar kedatangan.				York
8.	Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk: a. Mendiskusikan konsep dualitas pelanggan-penyedia jasa. b. Mendiskusikan tantangan pengelolaan hubungan pasokan jasa dua arah. c. Klasifikasi pembelian bisnis jasa. d. Mendiskusikan implikasi pembelian jasa.	Mengelola hubungan pasokan jasa.	a. Rantai pasokan untuk barang. b. Hubungan pasokan jasa. c. Implikasi manajerial hubungan dua arah. d. Sumber-sumber nilai dalam hubungan pasokan jasa. e. Pembelian jasa. f. Implikasi keputusan pembelian.	150 menit	1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i> , 2 nd Edition, Prentice Hall International, Inc.:Upper Saddle River. 2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i> , 4 th Edition, Mc Graw-Hill: New York
9.	Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk: a. Mendiskusikan peran teknologi informasi dalam mengelola persediaan. b. Menggambarkan fungsi dan biaya sistem persediaan. c. Menentukan kuantitas pesanan. d. Menghitung titik pesanan kembali dan cadangan untuk sistem persediaan. e. Mendesain sistem kendali persediaan berkelanjutan atau periodik. f. Menjalankan analisis ABC atas jenis-jenis persediaan. g. Menentukan jumlah pesanan untuk kasus persediaan satu periode.	Mengelola alat/bahan pendukung	a. Peran persediaan dalam jasa. b. Pertimbangan-pertimbangan dalam system persediaan. c. Model kuantitas pesanan. d. Manajemen persediaan dalam ketidakpastian. e. System kendali persediaan. f. Model persediaan satu periode untuk jasa.	150 menit	1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i> , 2 nd Edition, Prentice Hall International, Inc.:Upper Saddle River. 2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i> , 4 th Edition, Mc Graw-Hill: New York

	h. Menggambarkan dasar model discounting ritel.				
10.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Menggambarkan dasar-dasar manajemen proyek.</p> <p>b. Mengkonstruksi jaringan proyek.</p> <p>c. Melakukan analisis jalur kritis pada jaringan proyek.</p> <p>d. Mengalokasikan sumberdaya untuk proyek.</p> <p>e. Aktivitas percepatan untuk mengurangi waktu penyelesaian proyek.</p> <p>f. Menganalisis proyek dengan waktu aktivitas yang tidak pasti.</p> <p>g. Penggunaan baga nilai perolehan untuk memonitor proyek.</p> <p>h. Mendiskusikan alas an-alasan mengapa proyek gagal memenuhi spesifikasi kinerja, waktu, dan biaya.</p>	Mengelola proyek jasa.	<p>a. Dasar-dasar manajemen proyek.</p> <p>b. Teknik-teknik manajemen proyek.</p> <p>c. Batasan-batasan sumberdaya.</p> <p>d. Aktivitas percepatan.</p> <p>e. Memasukkan ketidakpastian dalam waktu aktivitas.</p> <p>f. Masalah-masalah dalam implementasi analisis jalur kritis.</p> <p>g. Memonitor proyek</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
11.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Mengidentifikasi tahapan daya saing bagi perusahaan jasa.</p> <p>b. Mendiskusikan peran persediaan dan antrian.</p> <p>c. Melakukan Walk-Through-Audit.</p> <p>d. Menjalankan inisiatif perbaikan proses Plan-</p>	Perbaiki produktivitas dan mutu.	<p>a. Persamaan nilai pelanggan.</p> <p>b. Tahapa daya saing perusahaan jasa.</p> <p>c. Perbaiki berkelanjutan sebagai strategi kompetitif.</p> <p>d. Walk-Through-Audit</p> <p>e. Proses perbaikan mutu dan produktivitas.</p> <p>f. Alat-alat mutu untuk analisis dan penyelesaian masalah.</p> <p>g. Program perusahaan untuk</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th</p>

	<p>Do-Check-Act (PDCA).</p> <p>e. Penggunaan alat-alat mutu untuk analisis dan penyelesaian masalah.</p> <p>f. Mendiskusikan program perusahaan untuk perbaikan mutu.</p> <p>g. Menjalankan data envelopment analysis (DEA).</p>		perbaikan mutu.		Edition, Mc Graw-Hill: New York
12.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Merekomendasikan strategi ekspansi untuk perusahaan jasa.</p> <p>b. Mendiskusikan dasar-dasar franchising.</p> <p>c. Mendiskusikan factor-faktor yang dipertimbangkan untuk pengemabngan multinasional.</p> <p>d. Menggambarkan dan membandingkan strategi layanan global.</p>	Pertumbuhan dan globalisasi jasa.	<p>a. Strategi pertumbuhan dan ekspansi.</p> <p>b. Franchising.</p> <p>c. Globalisasi jasa</p> <p>d. Strategi jasa global</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>
13.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Merekomendasikan peramalan yang tepat untuk situasi tertentu.</p> <p>b. Melakukan latihan permalan teknik Delphi.</p> <p>c. Menggambarkan ciri-ciri exponential smoothing.</p> <p>d. Melakukan peramalan time series dengan menggunakan exponential smoothing</p>	Peramalan permintaan jasa.	<p>a. Model-model subjective</p> <p>b. Model-model causal</p> <p>c. Model-model time series</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>

	dengan penyesuaian tren dan seasonal.				
14.	<p>Setelah menyelesaikan mata kuliah ini, mahasiswa diharapkan mampu untuk:</p> <p>a. Mendiskusikan peran strategik perencanaan kapasitas.</p> <p>b. Menggambarkan model antrian dengan notasi A/B/C.</p> <p>c. Model-model antrian untuk menghitung ukuran-ukuran kinerja system.</p> <p>d. Menggambarkan hubungan antar karakteristik sistem antrian.</p> <p>e. Menggunakan model-model antrian dan kriteria keputusan yang berbeda untuk perencanaan kapasitas.</p>	Model-model Antrian dan Perencanaan Kapasitas	<p>a. Tantangan perenanaan kapasitas.</p> <p>b. Model-model antrian analitis.</p> <p>c. Kriteria perencanaan kapasitas.</p>	150 menit	<p>1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). <i>Service Management and Operations</i>, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.</p> <p>2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). <i>Service Management: Operations, Strategy, and Information Technology</i>, 4th Edition, Mc Graw-Hill: New York</p>

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 1

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objective:

After completing the course, students should be able to:

1. Describe the central role of services in an economy.
2. Describe and contrast the features of the new experience economy with that of previous economies.
3. Describe the features of the new service economy
4. Classify a service into one of four categories using the service process matrix.
5. Describe a service using the four dimensions of the service package.
6. Discuss the managerial implications of the distinctive characteristics of a service operation.
7. Discuss the insights obtained from a strategic classification of services.

B. Main Theme : Role of service in an economy

The nature of service

C. Sub-Theme :

1. Service definition
2. Dependency of manufacturing on services
3. Service sector and sources of service growth
4. Service classification
5. Service package
6. Characteristic of service operations
7. Classifying services for strategic insights

D. Learning Process:

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. explain the role of service in an economy 2. explain the nature of service 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard

Presentation	<ol style="list-style-type: none"> 1. Explain the central role of services in an economy and the features of the new service economy. 2. explain the classification of a service into one of four categories using the service process matrix. 3. explain the managerial implications of the distinctive characteristics of a service operation. 4. explain the insights obtained from a strategic classification of services 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard
Summarizing	<ol style="list-style-type: none"> 1. Summarize the chapter 2. Giving question and/or discussion 	<ol style="list-style-type: none"> 1. Taking note 2. discussion 	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Illustrate how the type of work he or she does influences a person's lifestyle.
2. Is it possible for an economy to be based entirely on services?
3. Comment on the role that marketing plays in the service innovation process.
4. What are the characteristics of services that will be most appropriate for Internet delivery?
5. What are some management problems associated with allowing service employees to exercise judgement in meeting customer needs?
6. What factors are important for a manager to consider when attempting to enhance a service firm's image?

F. Task:

1. The class breaks into small groups. Each group identifies service firms that should be listed in the SWA magazine and places them in rank order of annual revenue.
2. The class breaks into five groups and each group is assigned one of the service classifications (e.g., nature of act, relationship with customer, customization,

nature of demand, or method of delivery) to come up with an example for each of the four quadrants in the matrix.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 2

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objective:

After completing the course, students should be able to:

1. Formulate a strategic service concept and vision.
2. Discuss the competitive environment of services.
3. Describe how a service competes using the three generic service strategies.
4. Explain the role of the virtual value chain in service innovation.
5. Discuss the limits in the use of information
6. Discuss the new service development process.
7. Compare and contrast the generic approaches to service system design.
8. Discuss the managerial issues associated with the adoption of new technology.

B. Main Theme : Service Strategy

New service development and process design

C. Sub-Theme :

1. Strategic Service Vision
2. Service Design Elements
3. Competitive Environment of Services
4. Competitive Service Strategies
5. Customer Criteria for Selecting a Service Provider
6. The Virtual Value Chain
7. New Service Development Cycle
8. Levels of Service Innovation
9. Adoption of New Technology in Services
10. Service Blueprint
11. Taxonomy of Service Processes

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain strategic service vision 2. Explain new service development and process design 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. explain a strategic service concept and vision. 2. explain the competitive environment of services. 3. Explain the role of the virtual value chain in service innovation. 4. explain the new service development process. 5. Compare and contrast the generic approaches to service system design. 6. explain the managerial issues associated with the adoption of new technology 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard
Summarizing	<ol style="list-style-type: none"> 1. Summarize the chapter 2. Giving question and/or discussion 	<ol style="list-style-type: none"> 1. Taking note 2. discussion 	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Give examples of service firms that use both the strategy of focus and differentiation and the strategy of focus and overall cost leadership.
2. Use the service design elements for a service of your choice to illustrate how all eight elements support the service strategy.
3. For each of the three generic strategies (i.e., cost leadership, differentiation, and focus) which of the four competitive uses of information is most powerful?
4. What are some drawbacks of customer participation in the service delivery process?
5. What are the limits in the production-line approach to service?

F. Task:

1. The class divides and debates the proposition “Frequent flyer award programs are or are not anticompetitive.”
2. The class breaks into small groups and prepares a service blueprint for Village Volvo.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 3

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objective:

After completing the course, students should be able to:

1. Use the service encounter triad to describe a service firm's delivery process.
2. Describe features of an organization's culture.
3. Discuss the role of customer as coproducer.
4. Discuss the concept of a service profit chain.
5. Describe the five dimensions of service quality.
6. Use the service quality gap model to diagnose quality problems for a service firm.
7. Perform service quality function deployment.
8. Construct a statistical process control chart.
9. Develop unconditional service guarantees.
10. Plan for service recovery.

B. Main Theme : The service encounter
Service quality

C. Sub-Theme :

1. The Service Encounter Triad
2. The Service Organization
3. Service Encounter Success Factors
4. Contact personnel
5. The customer
6. Defining service quality
7. Measuring service quality
8. Quality service by design
9. Achieving service quality
10. Service recovery

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain The nature of service encounter 2. Explain Service quality 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the service encounter triad to describe a service firm's delivery process. 2. Explain the concept of a service profit chain. 3. Explain the five dimensions of service quality. 4. Explain service quality function deployment. 5. Construct a statistical process control chart. 6. explain service recovery. 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard
Summarizing	<ol style="list-style-type: none"> 1. Summarize the chapter 2. Giving question and/or discussion 	<ol style="list-style-type: none"> 1. Taking note 2. discussion 	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. What are the organizational and marketing implications of considering a customer as a "partial employee"?
2. Comment on the different dynamics of one-on-one service and group service.
3. How does use of a "service script" relate to service quality?
4. If the roles played by customers are determined by cultural norms, how can services be exported?
5. How do the five dimensions of service quality differ from those of product quality?
6. Why is measuring service quality so difficult?
7. Illustrate the four components in the cost of quality for a service.
8. Why do service firms hesitate to offer a service guarantee?
9. How can recovery from a service failure be a blessing in disguise?

F. Task: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 4

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objective:

After completing the course, students should be able to:

1. Describe different Internet business models.
2. Contrast an electronic and traditional service.
3. Understand the importance of scalability to E-commerce success.
4. Distinguish among the E-business models.

B. Main Theme : E-Service

C. Sub-Theme :

1. Internet service
2. E-business models
3. Service package and e-service
4. E-business supply chain (network) elements
5. Economics of scalability

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain internet service 2. Explain the role of internet technology 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain different Internet business models. 2. Contrast an electronic and traditional service. 3. Explain the importance of scalability to E-commerce success. 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	4. Explain the E-business models.		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Can an Internet service encounter be a memorable experience?
2. How does the economics of scalability explain the failure of Living.com, an online furniture retailer?
3. What is the future of mobile E-commerce in the United States

F. Task: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 5

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Discuss the competitive role of service facility location on internal and external customers.
2. Discuss how different customer service criteria affect facility location.
3. Locate a single facility using the cross-median approach.
4. Use the Huff model to evaluate the economic feasibility of a retail service location.
5. Discuss nontraditional location strategies
6. Discuss the impact of the "servicescape" on the behavior of customers and employees.
7. Describe the critical facility design features.
8. Identify the bottleneck operation in a product layout and rebalance for increased capacity.
9. Use operations sequence analysis to minimize flow-distance in a process layout.
10. Prepare a process flowchart.
11. Recommend facility design features to remove anxiety of disorientation.

B. Main Theme : Service facility location

The supporting facility

C. Sub-Theme :

1. Strategic Location Considerations
2. Service Facility Location Planning
3. Estimation of Geographic Demand
4. Facility location techniques
5. Site Selection Considerations

6. Servicescapes and its typology
7. Facility Design Considerations
8. Facility layout
9. Process Flow Charting Symbols
10. Environmental Orientation Considerations

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain service facility location. 2. Explain the supporting facility 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the competitive role of service facility location on internal and external customers. 2. Discuss how different customer service criteria affect facility location. 3. Discuss nontraditional location strategies 4. Explain the critical facility design features. 5. Explain the bottleneck operation in a product layout and rebalance for increased capacity. 6. Explain facility design features to remove anxiety of disorientation. 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard
Summarizing	<ol style="list-style-type: none"> 1. Summarize the chapter 2. Giving question and/or discussion 	<ol style="list-style-type: none"> 1. Taking note 2. discussion 	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Compare the attention to aesthetics in waiting rooms that you have visited. How did the different environments affect your mood?
2. Give an example of a servicescape that supports the service concept and another that detracts. Explain the success or failure in terms of the servicescape dimensions
3. Based on your work experience, contrast a supportive servicescape with a poor one in terms of job satisfaction and productivity.

F. Task: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 6

A. Objectives:

1. General instructional objective: .

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objective:

After completing the course, students should be able to:

1. Describe the strategies for matching supply and demand for services.
2. Recommend an overbooking strategy.
3. Use Linear Programming to prepare a weekly workshift schedule.
4. Prepare a work schedule for part-time employees.
5. Use yield management.

B. Main Theme : Managing supply (capacity) and demand

C. Sub-Theme :

1. Strategies for managing demand
2. Strategies fo managing supply
3. Yield management

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain the fundamental of supply and demand 2. Explain the use of facility location techniques 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. explain the strategies for matching supply and demand for services. 2. explain the use Linear Programming to prepare a weekly workshift schedule. 3. Explain a work schedule 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	for part-time employees. 4. explain yield management.		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. What organizational problems can arise from the use of part-time employees?
2. How can computer-based reservation systems increase service capacity utilization?
3. Will the widespread use of yield management eventually erode the concept of fixed prices?
4. What possible negative effects can yield management have on customer relations?

F. Task: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 7

A. Objective :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objective:

After completing the course, students should be able to:

1. Describe how queues form.
2. Apply Maister's two "laws of service."
3. Discuss the psychology of waiting
4. Describe the essential features of a queuing system
5. Explain the equivalence of Poisson arrival rates and exponential time between arrivals

B. Main Theme : Managing waiting line

C. Sub-Theme :

1. The inevitability of waiting
2. The psychology of waiting
3. The economics of waiting
4. Essential features of queuing systems

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain the nature waiting line 2. Explain the importance of witing line 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Describe how queues form. 2. Apply Maister's two "laws of service." 3. Discuss the psychology of waiting 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	4. Describe the essential features of a queuing system 5. Explain the equivalence of Poisson arrival rates and exponential time between arrivals		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Suggest some strategies for controlling variability in service times.
2. Suggest diversions that could make waiting less painful.
3. Select a bad and good waiting experience, and contrast the situations with respect to the aesthetics of the surroundings, diversions, people waiting, and attitude of servers.
4. Suggest ways that management can influence the arrival times of customers.
5. What are the benefits of a fast-food employee taking your order while waiting in line?

F. Task: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**
 Code of Course : EM 475
 Estimated times : 1 x 3 x 50 minutes
 Session : 8

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Discuss the concept of customer-supplier duality.
2. Discuss the challenge of managing a bidirectional service supply relationship.
3. Classify the purchase of a business service.
4. Discuss the implications of purchasing business services.

B. Main Theme : Managing service supply relationship

C. Sub-Theme :

1. Supply Chain for Physical Goods
2. Service supply relationship
3. Managerial implications of bidirectional relationships
4. Sources of value in service supply relationships
5. Purchasing business service
6. Implication for purchase decision

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain service supply relationship 2. the nature of supply chain management 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the concept of customer-supplier duality. 2. Explain the challenge of managing a bidirectional service supply 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	relationship. 3. Explain the implications of purchasing business services		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. What are some possible disadvantages associated with the product postponement strategy?
2. Discuss the similarities and differences in the product postponement strategy used by Hewlett-Packard and Taco Bell?
3. Speculate on the effect that the Internet will have on the process of business-to-business purchase of services?

F. Taks: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**
 Code of Course : EM 475
 Estimated times : 1 x 3 x 50 minutes
 Session : 9

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Discuss the role of information technology in managing inventories.
2. Describe the functions and costs of an inventory system.
3. Determine the order quantity.
4. Calculate the reorder point and safety stock for an inventory system.
5. Design a continuous or periodic review inventory-control system.
6. Conduct an ABC analysis of inventory items.
7. Determine the order size for the single-period inventory case.
8. Describe the rationale behind the retail discounting model.

B. Main Theme : Managing facilitating goods

C. Sub-Theme :

1. Role of Inventory in Services
2. Considerations in Inventory Systems
3. Order quantity model
4. Inventory management under uncertainty
5. Inventory control system
6. Single Period Inventory Model for perishable goods

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain the management of facilitating goods 2. Explain the inventory system 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the role of information technology 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	<p>in managing inventories.</p> <ol style="list-style-type: none"> 2. Explain the functions and costs of an inventory system. 3. Explain an ABC analysis of inventory items. 4. Discuss the rationale behind the retail discounting model. 		
Summarizing	<ol style="list-style-type: none"> 1. Summarize the chapter. 2. Giving question and/or discussion 	<ol style="list-style-type: none"> 1. Taking note 2. discussion 	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Discuss the functions of inventory for different organizations in the distribution system.
2. How would one find values for inventory costs?
3. How can information technology create a competitive advantage through inventory management?
4. How valid are the assumptions for the EOQ model?
5. How is a service level determined for inventory items?
6. What inventory model would apply to service capacity such as seats on an aircraft?

F. Taks: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 10

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Describe the nature of project management.
2. Construct a project network.
3. Perform critical path analysis on a project network.
4. Allocate limited resources to a project.
5. Crash activities to reduce the project completion time.
6. Analyze a project with uncertain activity times.
7. Use the earned value chart to monitor a project.
8. Discuss the reasons why projects fail to meet performance, time, and cost objectives

B. Main Theme : Managing service project

C. Sub-Theme :

1. The Nature of Project Management
2. Techniques for project management
3. Resource constraints
4. Activity crashing
5. Incorporating uncertainty in activity times
6. Problems with implementing critical path analysis
7. Monitoring project

D. Learning Process

Activities	Learning activities'	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain the important of project management 2. Explain the fundamental of service project 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the nature of project management. 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	2. Explain a project network. 3. Explain a project with uncertain activity times. 4. Explain the reasons why projects fail to meet performance, time, and cost objectives		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Create a project network with incorporating uncertainty.

F. Taks: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**
 Code of Course : EM 475
 Estimated times : 1 x 3 x 50 minutes
 Session : 11

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Identify the stage of competitiveness for a service firm.
2. Discuss the analogous roles of inventory and queuing.
3. Perform a Walk-Through-Audit.
4. Lead a Plan-Do-Check-Act (PDCA) process improvement initiative.
5. Use quality tools for analysis and problem solving.
6. Discuss the corporate programs for quality improvement.
7. Conduct a data envelopment analysis (DEA).

B. Main Theme : Productivity and Quality Improvement

C. Sub-Theme :

- a. Customer value equation
- b. Stages in service firm competitiveness
- c. Continual Improvement as a Competitive Strategy
- d. Walk-Through-Audit
- e. Quality and Productivity Improvement Process
- f. Quality Tools for Analysis and Problem Solving
- g. Corporate Programs for Quality Improvement

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain the nature of productivity and quality 2. Explain the initiative of continuous improvement 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the stage of competitiveness for a service firm. 2. Explain a Walk-Through- 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	Audit. 3. Explain quality tools for analysis and problem solving. 4. Explain a data envelopment analysis (DEA).		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. Could firms in the “world-class service delivery” stage of competitiveness be described as “learning organizations?”
2. Contrast the philosophies of “continuous improvement” and “process reengineering.”
Is there a role for both points of view in services?
3. Compare the philosophies of Deming (i.e 14-point) and Crosby (i.e. Zero Defects).
4. What are the limitations of “benchmarking?”

F. Taks: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 12

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Recommend an expansion strategy for a service firm.
2. Discuss the nature of franchising.
3. Discuss the factors to be considered in multinational development.
4. Describe and contrast global service strategies.

B. Main Theme : Growth and globalization of service

C. Sub-Theme :

1. Domestic growth and expansion strategy
2. Franchising.
3. Globalization of services
4. Global service strategies

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	Explain the important of growth and globalization for service	1. Listening 2. Taking note	OHT, OHP & whiteboard
Presentation	1. Explain an expansion strategy for a service firm. 2. Explain the nature of franchising. 3. Explain the factors to be considered in multinational development.	1. Listening 2. Giving questions	OHT, OHP & whiteboard

	4. Explain and contrast global service strategies.		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. For service firms, how does the operations strategy differ from the marketing strategy?
2. Is the competitive role of operations more important for a service firm than a manufacturing firm?
3. Manufacturing firms often grow through product innovation. Are there examples of service firms that practice the equivalent strategy?

F. Taks: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 13

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Recommend the appropriate forecasting model for a given situation.
2. Conduct a Delphi forecasting exercise.
3. Describe the features of exponential smoothing.
4. Conduct time series forecasting using exponential smoothing with trend and seasonal adjustments.

B. Main Theme : Forecasting demand for service

C. Sub-Theme :

1. Subjective models
2. Causal models
3. Time series models

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	<ol style="list-style-type: none"> 1. Explain the nature of forecasting 2. Explain the forecasting demand for service . 	<ol style="list-style-type: none"> 1. Listening 2. Taking note 	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the appropriate forecasting model for a given situation. 2. Explain different forecasting techniques. 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard
Summarizing	<ol style="list-style-type: none"> 1. Summarize the chapter 2. Giving question and/or discussion 	<ol style="list-style-type: none"> 1. Taking note 2. discussion 	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. What characteristics of service organizations make forecast accuracy important?
2. For each of the three forecasting methods, what are the developmental costs and associated cost of forecast error?
3. Suggest independent variables for a regression model to predict the sales volume for a proposed video rental store location.

F. Taks: Read and summarize the next chapter for the next class.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.

SET OF COURSE

Course : **Service Management and Operations**

Code of Course : EM 475

Estimated times : 1 x 3 x 50 minutes

Session : 14

A. Objectives :

1. General instructional objective:

After completing the course, students should be able to describe and explain the concept of service management as an integrative approach to establish an effective service management.

2. Specific instructional objectives:

After completing the course, students should be able to:

1. Discuss the strategic role of capacity planning.
2. Describe a queuing model using A/B/C notation.
3. Use queuing models to calculate system performance measures.
4. Describe the relationships between queuing system characteristics.
5. Use queuing models and various decision criteria for capacity planning.

B. Main Theme : Queuing Models and Capacity Panning

C. Sub-Theme :

1. Capacity planning challenges
2. Analytical queuing models
3. Capacity planning criteria

D. Learning Process

Activities	Learning activities	Student activities	Media
Introduction	Explain the important of queuing model and capacity planning	1. Listening 2. Taking note	OHT, OHP & whiteboard
Presentation	<ol style="list-style-type: none"> 1. Explain the strategic role of capacity planning. 2. Explain a queuing model using A/B/C notation. 3. Explain queuing models to calculate system performance measures. 4. Use queuing models and various decision criteria 	<ol style="list-style-type: none"> 1. Listening 2. Giving questions 	OHT, OHP & whiteboard

	for capacity planning.		
Summarizing	1. Summarize the chapter 2. Giving question and/or discussion	1. Taking note 2. discussion	OHT, OHP & whiteboard

E. Evaluation:

Giving an examination by choosing one or more of the following question:

1. For a queuing system with a finite queue, the arrival rate can exceed the capacity. Explain with an example how this is possible.
2. What are some disadvantages associated with the concept of pooling service resources?
3. Discuss how one could determine the economic cost of keeping customers waiting.

F. Taks: Submit a service system design of a small-medium service firm.

G. References:

1. Haksever, C., Render, B., Russell, R.S, dan Murdick, R.G. (2000). *Service Management and Operations*, 2nd Edition, Prentice Hall International, Inc.:Upper Saddle River.
2. Fitzsimmons, J.A dan Fitzsimmons, M.J. (2004). *Service Management: Operations, Strategy, and Information Technology*, 4th Edition, Mc Graw-Hill: New York.