

## SYLLABUS

Course basic data	
<b>Academic unit:</b>	<b>Faculty of Tourism and Environment</b>
<b>Course title:</b>	<b>Service Operations Management</b>
<b>Level:</b>	<b>Master</b>
<b>Course status:</b>	<b>Mandatory</b>
<b>Year of study:</b>	<b>II</b>
<b>Number of hours per week:</b>	<b>3</b>
<b>Value in credits – ECTS:</b>	<b>5</b>
<b>Time / location:</b>	
<b>Course leader:</b>	<b>Prof. As. Dr. Artan Veseli</b>
<b>Contacting details:</b>	<a href="mailto:artan.veseli@ushaf.net">artan.veseli@ushaf.net</a>
Course description	
<b>Course description</b>	<p>Operations Management is the function in an organisation that plans and coordinates the production and delivery of products and services to customers all over the world. Operations professionals manage and coordinate activities in this global pipeline to ensure an effective and efficient flow of materials and information from the time a need arises until it is satisfied and beyond. Some of the many activities involved include: customer service, transportation, purchasing, manufacturing, plant management, warehousing, materials handling, strategic planning, inventory control and forecasting. The purpose of carrying out these activities is to satisfy the need to the ultimate consumer or customer.</p> <p>Effective Operations Management is critical to the success of every service organization. Once considered an important but behind-the-scenes activity, Operations Management is now recognized as a strategic tool for creating customer value and loyalty.</p>
<b>Course aims:</b>	<p>The purpose of this course is to teach students the operations strategies, concepts, tools and analytical techniques that enable service organizations to be competitive in the world economy and the curriculum has three major areas:</p> <ul style="list-style-type: none"> <li>• The study of basic problem solving and data analysis tools to assist the operations manager in making good decisions.</li> <li>• The study of the major strategies, tools and concepts for managing people, materials, and production resources to deliver value to the customer.</li> <li>• The integration of the operations function into corporate strategy.</li> </ul>

<b>Learning outcomes:</b>	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Critically evaluate the nature and role of operations management in SME's and large service organizations including the development of unique activity systems (emphasis on analysis, communication, knowledge and understanding skills)</li> <li>• A systematic understanding of extant and emergent frameworks of operations in service oriented organizations (emphasis on application of theory, knowledge and understanding, and problem solving skills)</li> <li>• Critically analyse the relationships between service operations, marketing, business culture and business performance in SME's and touristic organisations (emphasis on analysis, communication, and learning skills)</li> <li>• Critically appraise the role of service delivery systems in the context of fundamental strategies and how they may be 'operationalized' in organisations (emphasis on application of theory, knowledge and understanding, and problem solving skills)</li> </ul>
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**Contribution in Student's learning ( should correspond with Students learning outcomes)**

<b>Activity</b>	<b>Hrs</b>	<b>Days/weeks</b>	<b>Total</b>
Lectures	2	15	30
Theory/Lab exercises	1	15	15
Practical work			
Contact hours/consultations with lecturer	1	4	4
Exercises in the field (study visits)	3	2	6
Group presentations	3	1	3
Home work			
Student's independent study time (library or home)	3	15	45
Final preparation for exam	6	3	18
Time spent during assessment (group presentations, final exam)	2	2	4
Projects, presentations, etc.			
<b>Total</b>			<b>125</b>

<b>Teaching methodology:</b>	The course will take place in duration of 15 weeks, with 2 hours lectures per week, where the theoretical concepts will be treated and explanation will be provided about the management processes,
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	<p>and 1 hour in class group exercises. The exercises will be held in group where the real case studies will be analyzed and discussed in group. This way of organizing the exercises will help students to acquire the theoretical concepts logically and organically connect theory and practical aspects of business activity.</p> <p>Students will be subject to midterm assessment with a group presentation and a final exam at the end of the full cycle of this course.</p>
<b>Assessment methods :</b>	<p>Midterm assessment 20% (group presentation). A detailed instructions and requirements of group presentations will be provided to the students at the beginning of semester.</p> <p>Attendance and participation 10%</p> <p>Final exam 70% (Final exam will be comprised by different multiple choice questions, open questions, and a case study analysis).</p>
<b>List of references</b>	
<b>Basic literature:</b>	<ol style="list-style-type: none"> <li>1. Panariti, S., Menaxhimi i Operacioneve, Tiranë.</li> <li>2. Slack, N, Chambers, S &amp; Johnson, R 2009, Operations Management, 6<sup>th</sup> edn, Financial Times/ Prentice Hall, Harlow</li> </ol>
<b>Additional literature:</b>	<ol style="list-style-type: none"> <li>3. Slack, N. and Lewis, M. (2002) Operations Strategy, Financial Times Prentice Hall</li> <li>4. Johnston, R. Clarc, G. 2005. Service Operations Management, 2nd Edition, Pearson Education Limited, Edinburgh Gate Harlow Essex CM20 2JE England</li> </ol>
<b>Lectures timeline:</b>	
<b>Week</b>	<b>Lectures</b>
<b>Fist week:</b>	<b>Introduction to service operations management</b> (what is operations management; operations management in all types of organizations; the input–transformation–output process; the processes hierarchy; characteristics of operations processes; activities of operations management)
<b>Second week:</b>	<b>Operations performance</b> (how operations can affect profits; the ‘stakeholder’ perspective on operations performance; the five operations performance objectives: quality, speed, dependability, flexibility, and cost objective; trade-offs between performance objectives)
<b>Third week:</b>	<b>Operations strategy</b> (from implementing to supporting to driving strategy; the ‘top-down’ and ‘bottom-up’ perspectives; the market requirements and operations resources perspectives; the process of operations strategy)
<b>Fourth week:</b>	<b>Process design</b> (what is process design; objectives of process design; process types – the volume–variety effect on process design; process mapping)

<b>Fifth week:</b>	<b>Product and service design</b> (the stages of design – from concept to specification: concept generation, concept screening; preliminary design; prototyping and final design; the benefits of interactive design)
<b>Sixth week:</b>	<b>Layout and flow</b> (the basic layout types; selecting a layout type; detailed design of the layout)
<b>Seventh week:</b>	<b>Job design</b> (people in operations; human resource strategy; organization design; job design: task allocation – the division of labor, scientific management, ergonomic workplace design, behavioral approaches to job design)
<b>Eighth week:</b>	<b>Group presentations</b>
<b>Ninth week:</b>	<b>Capacity planning and control</b> (capacity management; measuring demand and capacity; alternative capacity plans; choosing a capacity planning and control approach)
<b>Tenth week:</b>	<b>Inventory planning and control</b> (types of inventory; the position of inventory; inventory decisions about volume and timing; inventory analysis and control systems; measuring inventory; inventory information systems)
<b>Eleventh week:</b>	<b>Lean operations and JIT concept</b> (the benefits of synchronized flow; synchronization, 'lean' and 'just-in-time'; lean synchronization and capacity utilization; the lean philosophy; the involvement of everyone; elimination of waste)
<b>Twelfth week:</b>	<b>Supply chain planning and control</b> (supply chain management objectives; the activities of supply chain management; procurement and supply management; supplier selection; e-procurement; global sourcing; physical distribution management; types of relationships in supply chains; supply chain behaviour; supply chain improvement)
<b>Thirteenth week:</b>	<b>Quality planning and control</b> (the operation's view of quality; customers' view of quality; diagnosing quality problems; conformance to specification; quality standards; control quality; total quality management)
<b>Fourteenth week:</b>	<b>Operations improvement</b> (elements of improvement; radical change; continuous improvement; improvement cycles; approaches to improvement: total quality management as an improvement approach, lean as an improvement approach, business process re-engineering)
<b>Fifteenth week:</b>	<b>Operations challenges</b> (corporate social responsibility; the environmental dimension; the social dimension; the economic dimension; the stakeholder dimension; the voluntariness dimension)

**Academic policies and rules of conduct:**

Regular attendance, maintaining the order and active engagement in dialogue during lectures and exercises is compulsory.