

## Programme: MSc in International Hospitality Management

### Course Title: HOTEL SERVICES OPERATIONS MANAGEMENT

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<b>Course Code:</b>	HOTS901	<b>Scheduled for trimester:</b>	3
<b>Prerequisite/s:</b>	Nil	<b>Credit hours:</b>	3
<b>Co-requisite/s:</b>	Nil	<b>Nominal Contact Hours:</b>	36

#### Hours Breakdown:

Lectures, Tut/Sem	36	Directed Learning:	22
Self Managed Learning, Project/s & Assignment/s	60	Exam:	2

**Total Course hours: 120**

**Lecturer/s:** Dr. John Fong

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**Lecturer's email address**

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#### Course Rationale and Description:

The service sector represents the largest segment of most industrialised economies. For example, in the United States, it accounts for approximately 78% of GDP and 80% of employment. Operational excellence is critical for success in service industries today and its importance is increasing due to deregulation, global competition and rapidly evolving information technology. In particular, within the hospitality industry, the importance of Hotel Service Operations Management cannot be over emphasised. The nature of the hospitality industry being constantly on the move and ever-evolving has added to the complexities involved.

Understanding Hotel Service Operations is not easy. To begin with, services are intangible, highly variable, non-storable or transportable and often involve distributed operations with a significant amount of customer contact. Add to that the 24/7 element of the hospitality environment and the entire service operations will begin to look quite different, requiring specialized analytical frameworks and tools for one to understand.

This course will provide participants with skills and understanding that can be applied in complex business environments involving hotel service operations. The course explains particular challenges that a hotelier will face from various dimensions of the business and covers design, planning, control and quality issues related to the hotel service operations. Using a combination of lectures, video material, case studies, group discussions, role-plays, guest lectures and self-directed learning resources, this course will enable participants to have a better understanding of Hotel Service Operations Management.

## Teaching Philosophy

The concept of learning for this module is focused around four main areas:

1. Independent thought is essential to the development of each student. Being able to form unique independent ideas to solve problems will serve students both in and outside of the classroom.
2. Group interaction is also an important part of learning. Being able to share ideas, validate them with those of others, and teamwork, are important processes in social and mental development.
3. Leading students in the direction they should go to reach correct conclusions and answers, without always providing the answers.
4. Stressing the use of learned ideas and processes in new situations is essential. By using information, students should be able to apply what they have learned to new life or learning situations. Transfer of this sort is what really determines what has been learned.

### Course Aims and Objectives:

The module aims for an integration of theory with more practical aspects drawn from examples of contemporary hospitality, tourism and leisure services.

- Demonstrate an understanding of the role of operations management in production and service industries.
- Recognise and formulate a variety of models to improve a firm's production processes and service delivery.
- Demonstrate an understanding of the supply chain management process and how information technology can improve the competitive position of the entire supply chain.

### Contribution to Graduate Profile:

1. To have the attribute of understanding the limits and applicability of the subject discipline and to be able to perform in a variety of idioms and contexts by incorporating into personal, subject and professional practice, a fluent awareness of the subject and the wider picture, and to be able to communicate this effectively.
2. Can interact effectively within a team/learning/professional group, recognizing, supporting or being proactive in leadership, able to negotiate in a professional context and manage conflict.
3. Can engage effectively in debate in a professional manner and produce detailed and coherent reports.

## Specific Learning Outcomes

### **Knowledge:**

*Upon completion of this course, students will know how to:*

- LO1. Demonstrate an understanding of the challenges of managing different types of service operation and the importance of the people dimension, human resources and performance measurement in service operations.
- LO2. Recognize the basic requirements for process design (including continuous operations, repetitive operations, batch operations and job shop operations) and the processes involved in designing service operations.
- LO3. Apply concepts of service quality, process improvement and the concepts of lean thinking in the design of service operations.
- LO4. Demonstrate an understanding of product design and quality management techniques
- LO5. Demonstrate an understanding of the role of technology in the design and operation of service processes.
- LO6. Demonstrate an understanding and evaluate basic project management techniques

### **Skill**

*Upon completion of this course, students will be able to demonstrate:*

- LO7. An understanding of the relationship between operations decisions and business strategy in a service operation context

### **Autonomy and Responsibility Competence**

*Upon completion of this course, students will be able to state the following reporting, regulating or ethical considerations:*

- LO8.** Recognise the basic requirements for process design (including continuous operations, repetitive operations, batch operations and job shop operations) and the processes involved in designing service operations.

### **Self-Development Competence**

*Upon completion of this course, students will be able to demonstrate the need to continually research and up skill the following areas:*

- LO9. Interviews, interpersonal skills and project management

### **Role in Context Competence**

*Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:*

- LO10. Apply a range of quantitative and qualitative techniques and management concept to solve problems in complex service environments.

### Transferable and Employment Skills

SKILLS	PRACTICED	TAUGHT	ASSESSED
1. Written Communication	√		√
2. Verbal Communication	√		√
3. Commercial Awareness	√	√	√
4. Problem Solving	√	√	√
5. Networking	√	√	√
6. Planning and Organising	√	√	√
7. Numeracy	√		
8. Computer Literacy	√		√
9. Time Management	√		√
10. Research	√		√
11. Team Work	√	√	
12. Leadership	√	√	√
13. Negotiating	√	√	
14. Customer Service	√	√	√

## Indicative Content

Session No and Date	Topic	Textbook Chapter
1. 12 May (Sun)	Introduction to Hotel Service Operations Management	1
2. 14 May (Tue)	The Service Concept	2 & 3
3. 16 May (Thu)	Public Relations / Marketing Corporate Communication Issues within the Hospitality Environment <b>[Submission of 1 page Topic Proposal]</b>	5 & 6
4. 19 May (Sun)	Strategy Formulation & Execution within the Hospitality Environment [Guest Lecture – Mr Grant Ruddiman, GM, Jumeirah Emirates Towers]	13 & 14
5. 21 May (Tue)	International Hotel Development in China [Guest Lecture - Dr Pimtong Tavitiyaman, Hong Kong Polytechnic University (SPEED)]	
6. 23 May (Thu)	<b>Consultation and field work for Individual Assignment</b>	
7. 26 May (Sun)	<b>Consultation and field work for Individual Assignment</b>	
8. 28 May (Tue)	<b>Consultation and field work for Individual Assignment</b>	
9. 30 May (Thu)	Presentation of Preliminary Findings	
10. 2 June (Sun)	Revision Lecture	All
11. 4 June (Tue)	Q&A Session	
12. 6 June (Thu)	Final Examination	

### Teaching and learning strategies

The course involves a combination of lectures, case studies, video material and experiential exercises. These classes will be supplemented with both printed and electronic learning materials. Additional readings and assignments will be handed out in class as needed. The workload consists of an Individual Assignment and a Final Exam.

### Assessment

Your grade in the course will be based on an Individual Assignment and Final Exam.

Assessment Component	Weightage	Marking
Individual Assignment	50%	Individual mark
Final Exam	50%	Individual mark
Total	100%	

### Individual Assignment – 50%

The intention of this individual assignment is for you to solve a specific operational problem within a hospitality environment. It is intended as a form of facilitated self-learning in which you will have an opportunity to undertake fieldwork and to speak to industry practitioners about solving a specific problem.

**Please note that you are to submit a one-page topic proposal by Session 3 of the class – you are not to begin your individual assignment until your topic proposal has been approved by your Professor.**

You may approach the guest lecturers that will be presenting in class as well as external professionals with regards to this assignment. Typically, students in the past have adopted a service diagnosis approach in which a specific application of methodology was used to solve (or at least gain significant insight into) a hotel service operations problem.

### ***Notes about the Individual Assignment:***

- Length of the report should be between 10 to 12 pages (approximately 2,500 words) plus exhibits, references and appendices.
- Double spaced, Times New Roman font size 12, Margins top/bottom 1.00" and left/right 1.25"
- Refer to the Marking Scheme (on Moodle) for details of the components of the report.
- Report is to be handed in by **1 August 2013** (or earlier)

## Final Exam - 50%

The final exam will assess all of the learning outcomes. The examination paper will take the form of **FOUR compulsory essay questions that may contain sub-questions and you will have TWO hours to write the exam plus 10 minutes of reading time at the beginning of the exam.**

This exam is closed book and no dictionaries will be allowed. You will be tested on all topics covered during class, including videos, class handouts; possible talk(s) of guest speaker(s) etc. Please note that, due to time constraints, it is impossible to cover each and every slide of the lecture notes during lecture time. It is incumbent upon all students to read the relevant textbook chapters as part of the overall course requirements and to study material not specifically discussed during class on their own (since this could also be tested).

## Academic Integrity

Each student in this course is expected to abide by The Emirates Academy of Hospitality Management's Academic Integrity Policy

Plagiarism, in any form is not permitted, and correct citation policy should be followed at all times (APA format)

## Required text(s)

- **Johnston, R., and Clark, G., Shulver, M., (2012) Service Operations Management – Improving Service Delivery, (4th Ed.) FT Prentice Hall**

## Recommended Reading

Adenso-Díaz, B., González-Torre, P., & García, V. (2002). Capacity management model in service industries. *International Journal of Service Industry Management*, 13(3), 286-302. Retrieved March 12, 2009, from Emerald.

Baron, S., Harris, K., Hilton, T., & Cassidy, K. (2009). *Services marketing: Text and cases* (3<sup>rd</sup> ed.). London: Palgrave Macmillan.

Bates, K., Bates, H., & Johnston, R. (2003). Linking service to profit: The business case for service excellence. *International Journal of Service Industry Management*, 14(2), 173-183. Retrieved March 1, 2009, from Emerald.

Gaither, N. & Frazier, G. (2002). *Operations management*. (9<sup>th</sup> ed.). Cincinnati, OH: Cengage South-Western.

Gemmel, P. (2003). *Services management: An integrated approach* (2<sup>nd</sup> ed.). Upper Saddle River, NJ: Pearson Education.

Glynn, W. & Barnes, J. (Eds.). (1995). *Understanding services management*. London: Wiley.

Grönroos, C. (2007). *Service management and marketing: Customer management in service competition* (3<sup>rd</sup> ed.). Chichester, England: Wiley.

Gustafsson, A., Nilsson, L., & Johnson, M.D. (2003). The role of quality practices in service organisations. *International Journal of Service Industry Management*, 14(2), 232-244. Retrieved March 1, 2009, from Emerald.

Johnson, R. & Clark, G. (2008). *Service operations management: Improving service delivery* (3<sup>rd</sup> ed.). Essex, England: Pearson Education.

Johnston, R., Chambers, S., Harland, C., Harrison, A., & Slack, N. (2002). *Cases in operations management* (3<sup>rd</sup> ed.). Upper Saddle River, NJ: Pearson Education.



Lovelock, C., Vandermerwe, S., & Lewis, B. (2006). *Services marketing: A European perspective* (6<sup>th</sup> ed.). Upper Saddle River, NJ: Pearson Education.

Slack, N., Chambers, S., Johnston, R., & Betts, A. (2008). *Operations and process management: Principles and practice for strategic impact* (2<sup>nd</sup> ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Yeoman, I. & Ingold, A. (2001). *Yield management : Strategies for the service industries* (2<sup>nd</sup> ed.). London: Cengage Learning.

Zeithaml, V., Bitner, M.J., & Gremler, D.D. (2008) *Services marketing* (5<sup>th</sup> ed.). New York: McGraw-Hill.

**Journals:**

- Journal of Marketing
- Journal of Travel Research
- Managing Leisure
- Marketing Week
- Service Industries Journal
- Journal of Service Management