

教育部高校工商管理类教学指导委员会 双语教学推荐教材



Business

工商管理经典教材·运营管理系列

Administration Classics

服务运

营管理

Service Operations

(英文版·第3版)

Management

(Third Edition)

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罗伯特·约翰斯顿 (Robert Johnston) 著
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中国人民大学出版社
· 北京 ·

图书在版编目 (CIP) 数据

服务运营管理. 第3版. 英文/约翰斯顿, 克拉克著.
北京: 中国人民大学出版社, 2010
工商管理经典教材. 运营管理系列
教育部高校工商管理类教学指导委员会双语教学推荐教材
ISBN 978-7-300-11915-1

I. 服…
II. ①约…②克…
III. 服务业-商业管理-高等学校-教材-英文
IV. F719

中国版本图书馆 CIP 数据核字 (2010) 第 051733 号

教育部高校工商管理类教学指导委员会双语教学推荐教材
工商管理经典教材·运营管理系列
服务运营管理 (英文版·第3版)
罗伯特·约翰斯顿 著
格雷厄姆·克拉克

出版发行	中国人民大学出版社		
社 址	北京中关村大街 31 号	邮政编码	100080
电 话	010-62511242 (总编室)		010-62511398 (质管部)
	010-82501766 (邮购部)		010-62514148 (门市部)
	010-62515195 (发行公司)		010-62515275 (盗版举报)
网 址	http://www.crup.com.cn http://www.ttrnet.com (人大教研网)		
经 销	新华书店		
印 刷	涿州市星河印刷有限公司		
规 格	215mm×275mm 16 开本	版 次	2010 年 4 月第 1 版
印 张	28.75 插页 1	印 次	2010 年 4 月第 1 次印刷
字 数	756 000	定 价	49.00 元

总 序

人教社出版集团 人民大学出版社 麦格劳·希尔公司 圣智学习出版公司 合作出版

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的出版机构,如培生教育出版集团、麦格劳·希尔公司、圣智学习出版公司等合作,遴选了一批国外最优秀的经济管理类原版教材,涵盖经管类核心课程及各专业主干课程;同时,根据教育部对双语教学教材篇幅合理、定价低的要求,我们广泛听取了有着丰富的双语教学一线经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

- 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排,首先针对那些课程内容国际化程度较高的学科进行双语教材开发,在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验,使得双语教学贴近现实教学的需要;也有利于我们收集关于双语教学教材的建议,更好地推出后续的双语教材及教辅材料。

- 篇幅合理,价格较低。为适应国内双语教学内容和课时上的实际需要,本套教

材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我們后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院



Preface

The focus of this book

This book is about the management of operations in service organisations. Our objective is to help students and managers understand how service performance can be improved by studying service delivery and associated management issues. Service delivery is the focus of this book, yet we recognise that success depends not only on the obvious territory of operations in managing processes and resources, but also in understanding how operations managers must be involved in aspects of the organisation's strategy, the service concept, organisational culture and the way in which employees are motivated and managed. How well a service is delivered reflects the ability of the organisation to pull all these strands together, providing a service that meets the demands of its various stakeholders, providing appropriate and achievable service to customers while meeting required financial targets.

The book also focuses on the service sector. This sector encompasses many types of organisation: public sector, voluntary, mass transport services, professional services, business-to-business services, retailers, internet services, tourism and hospitality, for example. We do not focus on any particular type of service but seek to cover the many decisions operations managers in all these organisations face.

We also refer to many aspects of 'business performance', not simply 'profit'. Although many organisations are motivated by profit, most operations are also assessed on their costs, revenues and adherence to budgets, customer loyalty and technological leadership, for example. We have sought to provide examples and illustrations from many different organisations and many countries and areas to reflect the diversity of service organisations.

Who should read this book?

This book is intended as a textbook for those who want to build on knowledge of the basic principles of operations management. It will also serve as a handbook for operations managers in service organisations as they seek to develop and implement operations strategies. Specifically, it is intended for:

- **Undergraduates** on business studies or joint studies degrees or those specialising in hospitality, tourism or the public sector, for example, who wish to enhance their understanding of service operations management.
- **MBA students** who are managing service organisations and want to stretch their understanding of the area and assess and improve their operations.
- **Executives** who want to focus on certain aspects of service delivery, such as design, capacity, recovery, performance measurement or service strategy development, for example, in order to challenge and change their own organisations.

Distinctive features

- **Operations focused.** This text has a clear operations focus and is concerned with managing operations. It explores operational issues, problems and decisions. It exposes undergraduates to the problems faced by service operations managers and helps practising managers deal with those issues.
- **Frameworks and tools.** Each chapter provides tools, frameworks and techniques that will help students and managers not only analyse existing operations but also understand better how they can deal with the issues that operations managers face. The frameworks, approaches and techniques will vary from topic to topic and will include, for example:
 - a list of key points to bear in mind when making decisions in a particular area
 - a diagram or chart showing the relationship between two variables or sets of variables to help position an operation or help identify the nature of the relationships
 - a list of questions, checks or tests that can be applied to a situation
 - ways of quantifying or assessing qualitative variables
 - the key stages in undertaking a particular activity.
- **Real-world illustrations.** Operations management is an applied subject so each chapter includes a number of short illustrations, case examples, from around the world that show how organisations have either identified or dealt with the particular issues being discussed.
- **Underpinned by theory.** Appropriate theoretical underpinning and developments are included and we have tried to explain them in an unobtrusive and accessible way. References, web links and suggestions for further reading are provided for anyone wishing to undertake more work in any particular area.
- **Managing people.** A key task for operations managers is managing people and so this book contains a significant 'managing people' element. This includes not only employees but also customers, as well as managing and changing the culture of the organisation as a whole.
- **E-service.** Information technology, e-service and virtual operations are integrated into the book and their operational implications explored in detail.
- **State of the art.** The book contains some of the most recent ideas and information, covering in particular world-class service, performance management, service concept, service recovery, guarantees, satisfaction and service processes.
- **Summaries.** Each chapter concludes with a bullet-point checklist summarising the key points in terms of the chapter's objectives.
- **Web links.** We have provided some web links at the end of each chapter which will provide further information about the subject material or suggest some service organisations that are demonstrating interesting service operations approaches.
- **Questions for managers.** At the end of each chapter there are some questions aimed at practising managers, which they can ask of their/an operation. We hope that these questions will encourage you to apply the material in the chapter to your situation and allow you to understand better, challenge and improve your service operations.
- **Discussion questions and further readings.** We have also provided some general discussion questions, aimed at undergraduates, to help them both assess and apply the material to a variety of situations. There are also some suggestions for further reading.
- **Case exercises.** Each chapter, with the exception of the final chapter, concludes with a case exercise suitable for class discussion. The cases are short but focused

on the topic and are a rich source of material for debate and development.

- ***Instructor's manual.*** An instructor's manual is available to lecturers adopting this textbook. It can be downloaded from www.pearsoned.co.uk/johnston and includes PowerPoint slides of the figures in the book, which are also available on disk. It provides detailed questions to go with the cases and bullet-point answers to the questions. Suggested teaching schemes are also provided.

Feedback and ideas

We would welcome feedback and suggestions to help us develop our textbook. In particular we would like to know how you use the book, and if you have any suggestions for web links, readings or case examples, for example. Please do not hesitate to contact us: bob.johnston@wbs.ac.uk; g.clark@cranfield.ac.uk.

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Part 1

Introduction

Chapter 1 Introduction to service
operations management

Chapter 2 The service concept



Introduction to service operations management

Chapter objectives

- to explain what we mean by service operations management
- to define 'service'
- to describe some of the key challenges faced by service operations managers
- to identify different types of service and service process
- to discuss how to judge the success of a service operation
- to explain the structure of the book.

1.1 Introduction

We come into contact with service operations every single day. We are customers or users of a wide range of commercial and public services, such as childcare services, hospitals, shops, schools, holiday firms, police services, restaurants, television and the internet. Indeed, many of us are responsible for delivering service not only as part of our jobs, in organisations such as those just mentioned, but also as part of daily life for our friends and families: providing cooking and cleaning services, 'taxi' services, organising holidays and providing emotional support services.

Service operations management is concerned with delivering service to the customers or users of the service. It involves understanding the needs of our customers, managing the processes that deliver the services, ensuring our objectives are met, while also paying attention to the continual improvement of our services. As such, operations management is a central organisational function and one that is critical to organisational success.

It is important to note at the start of this book that service operations covers a far broader field than simply those services that are provided by businesses for consumers. The principles we describe apply to all operations that deploy resources in order to deliver some form of service. These services will include:

- business-to-consumer services (e.g. financial services, retail, leisure)
- business-to-business services (e.g. consultants, office equipment provision and support, communications)
- internal services (e.g. personnel, information technology (IT) services)
- public services (e.g. police, education, health services)
- not-for-profit services (e.g. charities, faith organisations, aid organisations).

In this book, we give a detailed coverage of service operations issues and we provide many tools and frameworks that managers can use to understand, assess and improve the performance of their operations. While the development of operations management as a discipline has its roots in production management,¹ this text concentrates on the service operations issues, although many of the concepts are equally relevant to manufacturing organisations. Indeed, all manufacturing companies provide services, such as customer support through the provision of aftersales service and customer training or internal service functions such as human resources (HR) or IT or business-to-business services with organisations in their supply chain.

In this introductory chapter, we will introduce some key concepts and share the main problems and challenges facing many service operations managers.

1.2 What is service operations management?

We need to be clear about what we mean by service and service operations management. We will start with service operations management.

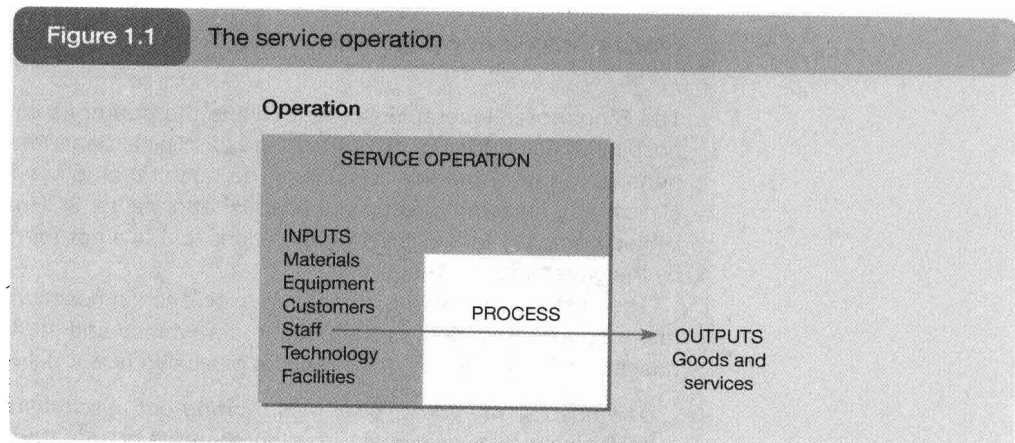
1.2.1 Service operations management

Service operations management is the term that is used to cover the activities, decisions and responsibilities of operations managers in service organisations. These managers are often called operations managers but many other titles are used, such as managing partners in consultancy firms, nursing managers in hospitals, headteachers in schools, fleet managers in transport companies, call centre managers, customer service managers, restaurant managers and so on.

All these people have a number of things in common:

- They are responsible for the service operation – the configuration of resources and processes that create and deliver service to the customer (see Figure 1.1).
- They are responsible for some of the organisation's resources (we refer to these as inputs – see Figure 1.1), including materials, equipment, staff, technology and facilities. These resources often account for a very large proportion of an organisation's total assets, so service operations managers are responsible for much of an organisation's cost base.
- They are responsible for some or all of the organisation's customers (sometimes referred to as clients, patients or students, for example) and/or the things belonging to their customers, such as their parcels or orders.
- They are responsible for 'processing' their customers or their parcels or orders. For the managing partner in a consultancy firm this might involve overseeing meetings with clients, data gathering, analysis and report writing. For the nursing manager it might involve overseeing patient admissions, tests, treatment and discharge. (The service process is the set of activities or steps in the delivery

Figure 1.1 The service operation



of the service.)

- They are also responsible for the goods and services delivered to their customers. The nursing manager delivers (discharges) recovering patients together with their prescriptions for medicines and outpatient appointments. The managing partner delivers the final report and the solution to a problem to the client. Thus service operations managers are responsible for generating most, if not all, of an organisation's revenue/income.

1.2.2 Service

Service means many different things in many different contexts. When we talk to managers it is clear that the word service conjures up many different images. For some it is synonymous with complaints or customer care, for others it is the equivalent of the logistics function or internal services such as accounting or personnel. For others it means the 10,000 mile check-up on their car. The word 'service' is used to describe around 80 per cent of economic activity in developed nations, including, for instance: retail and hospitality services, corporate legal services, banking services, social services, television and radio services, even massage services. Little wonder 'service' can be tricky to define.²

Let us use the example of a hospital to provide some clarity.

A hospital is a very complex service organisation. A hospital employs large numbers of staff, from cleaners and porters to highly skilled surgeons. It will care for hundreds of patients each day, through many different specialists departments, each providing a range of treatments. Managing this service operation is extremely challenging. The complexity is in part due to the volumes of patients and the wide range of treatments available, but also due to the fact that, like many service organisations, hospitals comprise many different service operations that must be coordinated and linked together in order to deliver healthcare to their customers. For the hospital, these include reception services, diagnostics, pharmacy, theatres (where operations *on* people are carried out), restaurants, physiotherapy, security and so forth. In addition, there are the internal services such as information systems support and finance. Case example 1.1 about Singapore General Hospital contains a description from the chief executive officer who explains what is meant by service and how he tries to achieve it.

From the customers' perspective, service is the combination of the customers' experience and their perception of the outcome of the service. The customer experience at a theme park, for example, includes the experience of the rides and the restaurants and the outcomes will include the food and drink, the emotions of enjoyment and exhilaration and the customers' view of value for money at the end of