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management to senior management in commercial contexts can be compared to the relationship of line officers to highest-level senior officers in military science. The highest-level officers shape the strategy and revise it over time, while the line officers make tactical decisions in support of carrying out the strategy. In business as in military affairs, the boundaries between levels are not always distinct; tactical information dynamically informs strategy, and individual people often move between roles over time.

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caters primarily for MBA students studying modules in Operations Strategy or Operations Management, and is also suited to postgraduate students studying Operations Strategy on specialist courses such as Operations and Supply Chain Management or Logistics and Operations Management. In addition, this is an important text for final year level undergraduate students studying Operations Strategy or Strategic Operations Management.

The book includes chapters covering customizing operational strategies for retail, manufacturing,

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services and SMEs, and sections on e-business and complexity theory in relation to operations theory. Features offered include: extended case studies including several from Europe and the USA; case vignettes; learning objectives; key terms; chapter introduction to aid reader accessibility; "time out" boxes to prompt the reader to reflect on what has been learnt; and "critical reflection" boxes that analyse theories and models.

Electronic Inspection Copy available for instructors here Key Concepts in Operations Management

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introduces a selection of key concepts and techniques in the field. Concise, informative and contemporary, with consideration given to explaining the principles of the topic, as well as the relevant debates and literature, the book contains over 50 concept entries including: Operations Strategy, Managing Innovation, Process Modeling, New Product Development, Forecasting, Planning and Control, Supply Chain Management, Risk Management and many more. Project Strategy and Strategic Portfolio Management

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*Study Guide to Operations
Management*

*Design, Implementation and
Delivery*

*Strategic Context and
Managerial Analysis*

*The New Competitive
Advantage*

As the services sector has become the most important sector of many of our economies, this book makes a valued contribution to our greater understanding of what features are critical to operational success in this sector. Based upon sound research and drawing on numerous cases studies, the author has delivered an expose that will be of value to academics and

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practitioners alike. From a long career in the field, the author has distilled critical content into a well-organised book that is a must for students and practitioners in services operations management. It is welcoming to read of service operations management in the not-for-profit and public sectors. — Peter Liesch, University of Queensland Business School, Brisbane, Australia

David has captured the essentials of service operations within a complete enterprise framework. Based upon case studies from a broad variety of organizations from around the globe, this easy to

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understand text is a must for students and practitioners alike. Students of service operations and indeed services marketing have been long awaiting a reference such as this.Í _ Derek Lundberg, Metcash Food & Grocery iThe author recognizes the critical fact that service operations is worlds apart from manufacturing operations management that produces tangible products _ a failing of so many other texts that have drawn on yesteryear manufacturing paradigms to try and explain services. This book succeeds in combining operational

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analysis with the empirical research to arrive at a comprehensive understanding of the forces that shape and change the service sectors. Drawing on a wealth of information by virtue of his track record of many years researching the service sectors, this book will be invaluable to both students, practitioners and anyone interested in successful service operations _ tourism, hospitality, transport, retailing, utilities, not for profit, public service.Í _ George Downie, Senior Lecturer, Southampton Business School, UK

ïThis is an important book for educators, students

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and professional managers. As the services sector becomes a larger and increasingly pervasive part of our economy and as service operations management becomes the biggest part of most organizations, the opportunity to increase productivity, quality, flexibility and innovation of service provision must be grasped firmly by those who want their organizations to remain competitive and successful. This book very effectively blends conceptual frameworks with new, practical case studies. It is full of valuable and useful insights.Í _ Danny

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Samson, University of Melbourne, Australia This comprehensive textbook will become required reading for postgraduate students seeking to understand the principles of service operations management and for undergraduate students specializing in hospitality, tourism or the public sector. It will also serve as a handbook for operations managers in service organizations as they seek to develop and implement improved operations strategies. Focusing on service delivery design, capacity, recovery, performance measurement and service strategy, the

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challenge of delivering exceptional service quality is addressed through a comparison of customers' perceptions and expectations. A new approach to quality in services describes the tools and methods for continuous service improvement. This accessible and engaging textbook is the ideal foundation for a course in service operations management. Each chapter: - ' represents a lecture and specific topic _ with specified learning objectives and outcomes ' develops using a chunking and scaffolded pedagogical technique _ sub-sections in

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the chapter develop the chapter's theme ' includes examples of organizations and small case-vignettes suitable for class/group discussion and larger cases of international organizations for set-work activity ' draws upon contemporary research with clear citations to show the source _ each chapter has a bibliography and reference list ' includes a series of questions that can be asked of the audience/students _ either to promote discussion or to be set as an assignment See the companion website _ INCLUDE LINK _ for an Instructor Resource Guide and PowerPoint slides, with

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*tips for activities and as a
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