

OPERATIONS & SUPPLY CHAIN | COURSE BROCHURE

Service Operations Management

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Service operations differ from manufacturing because customers participate in the process and services cannot be stored. This course covers service design, capacity and demand management, queue management, service quality, workforce scheduling, technology in service delivery and measuring service operations performance.

Service organisations win or lose customers through operations. You will learn tools to deliver consistent, efficient and high-quality services.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Service blueprinting, queue simulations, scheduling exercises and case studies from banks, hospitals and hospitality.

Course objectives

By the end of this course, participants will be able to:
• Explain characteristics of service operations
• Design services using blueprints
• Match capacity with fluctuating demand
• Manage queues and waiting times
• Schedule service workforces
• Measure service quality and productivity

Target audience

This course is suitable for:
• Service operations managers
• Branch and customer centre managers
• Hospitality and healthcare managers
• Public service managers
• Process improvement professionals



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Target competencies

Participants will develop competencies in:
- Service design
- Capacity management
- Queue management
- Workforce scheduling
- Performance measurement

Course outline

Day 1: Service Operations

09:00–10:08	Nature of services
10:08–11:00	Customer participation
11:00–11:30	**Coffee break**
11:30–11:45	Customer participation (continued)
11:45–12:53	Performance objectives
12:53–14:00	Exercise

Day 2: Service Design

09:00–10:08	Service blueprints
10:08–11:00	Front and back office
11:00–11:30	**Coffee break**
11:30–11:45	Front and back office (continued)
11:45–12:53	Fail points
12:53–14:00	Workshop

Day 3: Capacity and Demand

09:00–10:08	Demand management
10:08–11:00	Capacity strategies
11:00–11:30	**Coffee break**



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11:30–11:45	Capacity strategies (continued)
11:45–12:53	Queues and waiting
12:53–14:00	Simulation

Day 4: Workforce

09:00–10:08	Scheduling
10:08–11:00	Skills and flexibility
11:00–11:30	**Coffee break**
11:30–11:45	Skills and flexibility (continued)
11:45–12:53	Technology
12:53–14:00	Exercise

Day 5: Measuring Services

09:00–10:08	Quality and productivity
10:08–11:00	Customer feedback
11:00–11:30	**Coffee break**
11:30–11:45	Customer feedback (continued)
11:45–12:53	Improvement
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,840.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Rome Confirmed dates	30 Nov 2026	4 Dec 2026	**€2,450.-**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.-**
Barcelona Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,840.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Dubai Confirmed dates	25 Jan 2027	29 Jan 2027	**€3,150.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Vienna Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,940.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,650.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,890.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Dubai Confirmed dates	12 Apr 2027	16 Apr 2027	**€3,150.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Paris Confirmed dates	3 May 2027	7 May 2027	**€2,860.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	17 May 2027	21 May 2027	**€1,890.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Istanbul Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Amsterdam Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,540.–**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.–**
London Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,450.–**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.–**
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,450.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Rome Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Cape Town Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,890.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
London Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,450.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,450.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Vienna Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,940.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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