

# Index

## A

accommodation operations: see  
hotel operations  
attribution theory: 93, 324

## B

batch production: 3–4, 5, 29, 33,  
306  
bottlenecks: 5, 12, 31, 280  
boundary role stress: 14, 24  
boundary spanners: 65, 70, 82,  
116, 180–81  
business continuity: 387–88, 390,  
392, 397–98

## C

capacity management: 2, 6, 10,  
13, 16, 31, 92, 189, 239, 241,  
243, 245, 251, 252, 255  
cook-chill: 5, 29, 30, 33, 35, 36,  
296  
cook-freeze: 35  
cost structures: 8, 10, 12–13, 92,  
175, 191, 211, 271, 274,  
277–78, 279  
crisis management: 385–99  
customer contact: 50, 65, 66, 81,  
101, 172–73, 243, 324, 348  
customer processing operation:  
11, 28–30, 34  
customers as employees: 14,  
69–71, 72–77

customer (or guest) satisfaction:  
36, 37, 55, 72, 77, 79, 83,  
92, 93, 95–98, 100, 103–104,  
122, 124–25, 129, 151,  
156, 174, 216, 221, 239,  
249, 278, 282, 323–28,  
379, 420

## D

data envelopment analysis: 9,  
178, 226–27, 275–76  
DEA: see data envelopment  
analysis  
decoupling: 4–5, 35  
disasters: 386–88, 390, 396–97,  
398, 399  
disconfirmation theory: 124, 301,  
324  
dissonance theory: 93, 324

## E

employee performance: 74,  
75, 129, 171, 258, 261,  
304, 355  
employee satisfaction: 111,  
115–16, 182, 278, 290, 311  
empowerment: 14, 128, 313, 361  
energy costs: 38, 72, 214, 226, 281,  
283, 405, 407, 408, 411–13,  
422, 424  
environmental management:  
401–27

**F**

facilities management: 37–39, 82, 117, 158, 188, 226, 279–80, 303, 319, 413, 423  
 field theory: 94  
 fixed costs: 12, 211, 230, 277, 377  
 food poisoning: 305–06, 390, 395, 399  
 foodservice operations: 23, 31–32, 35–37, 44, 46, 57, 94, 97, 100, 102, 112, 114, 120, 168, 171, 175, 176, 179, 188, 202, 203, 215, 276–77, 270, 271, 276–77, 278, 282, 296, 300, 307, 341, 345, 367–384, 406, 407, 408, 412, 414, 417  
 forecasting: 99, 100, 168, 175–76, 241, 253, 254–55, 283–84, 287, 373  
 franchising: 25, 203–04, 369

**H**

HACCP: 305–10  
 heterogeneity: 11, 141, 347  
 hotel operations: 23, 31–32, 111–12, 115, 117, 121, 142–43, 144, 158–59, 171, 175–78, 201–03, 211, 215, 218, 220–21, 224–29, 238, 270, 272–74, 276–77, 278, 279, 284, 289, 296, 300, 311, 315–318, 345, 346, 347, 351, 359, 361, 391, 402, 404–08, 411–14, 416, 417, 418, 420–21, 422–23

**I**

information processing  
 operation: 7, 11, 28, 67, 68, 71, 73, 143  
 information systems: 15, 51, 76, 95, 150, 168–84, 202  
 innovation: 16, 24, 25, 182, 192, 194, 214, 219, 221, 231, 272, 277, 339–66  
 inseparability: 11, 141, 218, 348  
 intangibility: 10, 44, 141, 188, 217, 248, 249, 300, 303, 319, 346

internal marketing: 14, 114, 354  
 inventory control: 251–57, 279, 285

**J**

job shop: 3–4, 29, 31, 33, 34

**L**

layout: 2, 16, 20, 32–34, 44, 46, 51, 99, 279, 281, 303  
 lean manufacturing, theory of: 3, 6–7, 13  
 lighting: 38, 39, 44, 45, 48, 51–52, 99, 169, 417–18  
 loyalty: 66, 77, 81, 83, 103, 112–13, 115, 122, 125, 147, 158–159, 169, 239, 249, 251, 340, 369, 375, 379

**M**

management contracts: 27, 203–04  
 mass production: 4–5, 29, 31, 33, 34  
 materials processing operation: 11, 28–30, 34  
 moments of truth: 45, 80, 81, 110, 112, 128, 301  
 mystery guest (or shopper): 21, 129, 298, 304, 318–23  
 music: 44, 45, 48, 52–53, 99

**N**

noise: 52, 414, 415, 417

**O**

operations management,  
 definition: 2  
 outsourcing: 68, 69, 185–209, 319

**P**

performance frontiers, theory of: 3, 8–9  
 performance management: 69, 74, 75, 111–12, 171, 174,

- 177–79, 194, 196, 198, 201,  
204, 210–35, 359–60, 374,  
377
- perishability: 10, 140, 239, 347
- pricing: 103, 240, 242, 244–51,  
274, 282, 373, 374, 376
- process choice, theory of: 3–5
- process design: 2, 4, 8, 11, 14, 16,  
20, 31, 37, 57, 71, 72, 81,  
100–102, 157, 180, 204, 280,  
281–83, 299, 376, 398
- production-lining: 4, 34
- productivity: 5, 6, 7, 9, 11–12, 15,  
16, 37, 64, 68, 151, 176, 177,  
182, 193, 213–14, 217, 227,  
269–94, 375
- profitability: 13, 64, 68, 103, 140,  
148, 150, 154, 156–158,  
174, 203, 211, 214, 225, 229,  
241, 317, 323, 340, 373,  
376–77
- Q**
- quality: 7, 8, 12, 15, 20, 26, 36, 37,  
44, 49, 52, 55, 65, 67, 72, 77,  
78, 140, 142, 191, 193, 201,  
221, 248, 249, 295–337, 369,  
395, 403, 410, 414, 416
- quality audits: 328–30
- queuing: 47, 95–6, 100–01, 226
- R**
- repeat customers: 13, 44, 96, 125,  
273, 302
- resource-based theory: 201
- restaurant operations: see  
foodservice operations
- retail operations: 10, 12–13, 16,  
45, 52, 117, 159, 211, 215,  
305, 318
- revenue (yield) management: 12,  
13, 16, 157, 178, 213, 225,  
237–268
- S**
- scheduling: 6, 176, 244, 283–88,  
328
- seasonality: 289, 290
- self-service: 10, 66, 68, 74, 81, 92,  
101–04, 117
- service blueprints: 69–90, 128–29
- service encounter: 15, 65, 66, 76,  
77–83, 102, 104, 109–37,  
301, 325, 326
- service experience, theory of: 3,  
9–10
- service failure: 102, 110, 112, 116,  
122–25, 127, 128, 216, 246,  
247, 326
- service recovery: see service  
failure
- service quality: 75, 80, 81, 82,  
92, 96–98, 101, 102, 104,  
110, 111–112, 115, 117,  
120, 122, 127–29, 182, 219,  
221, 248–49, 278, 282, 290,  
295–337, 369, 374
- servicescape: 10, 14, 43–62, 75,  
118
- simulation: 99, 100, 104, 157, 257,  
263, 412
- simultaneity: see inseparability
- socio-technical systems: 21
- soft systems: 21, 241
- sous-vide: 35–36
- swift and even flow, theory of: 3,  
5–6, 11
- switching costs: 113, 114, 124, 125
- systems: 7, 15, 20–42, 65, 72, 78,  
101, 128–29, 143–45, 148,  
150, 152, 202–03, 218–19,  
241–42, 244–45, 252–53,  
262, 296, 299, 314, 404, 405,  
408–09
- systems theory (thinking): 20–28,  
219, 406
- T**
- technology: 15, 20–21, 25, 27, 31,  
32–34, 36, 65, 67, 74, 92,  
101–103, 116–17, 122, 140,  
142–44, 151–53, 168–84,  
188, 189, 194, 203, 223, 308,  
323, 348, 357, 387
- total quality management: 24, 26,  
312–13, 408

TQM: see total quality management  
transaction cost theory: 195–96

## V

variable costs: 12, 224, 230, 277, 377  
variability, law of: 5, 6, 12  
variety: 3–4, 5, 26–28, 68, 104

## W

wait (or waiting) time: 6, 52, 113, 299, 376  
water management: 38–39, 72, 397, 405, 407, 410, 417, 418–21  
workforce flexibility: 192, 201, 289–90, 358, 360