

“A Study on Service Quality Management of MBA Colleges in Private Sector Surat City”

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Abstract: This project deal with the various dimensions of service quality and excellence in higher education of MBA colleges in Private sector. It also gives details about the major findings from study and the research methodology, data analysis and interpretation, conclusion and suggestions to improve in specific area and satisfaction level of the students of MBA colleges in Private sector Surat. The issues related to the faculties formed the main component of the studies on the quality of higher education. It will help in developing the approach and strategy for MBA colleges in Private sector Surat city. These studies, not only bring out the progress made so far but also point towards the emerging problems faced by higher education system. By implication the findings also suggest the possible way out. The central focus on Quality and relevant education with necessary academic reforms in the university and college system. This study provides service management with a ‘snapshot’ of the current provision of service quality at the MBA colleges. It also offers suggestions that could be implemented to improve service quality, given the limited resources available to management. Communication is one of the important skills for improvement in service quality. This project focuses on measuring service quality of colleges with help of SERVQUAL model.

1 INTRODUCTION

Service is defined as activity or series of activities that take place in interactions between customer and service employees and/or physical resources and system of service provider, which provided as solutions to customer problems. Service is intangible and perishable. It is created and used simultaneously. While the consumer cannot retain the actual service after it is produced, the effect of service can be retained.

Most authorities consider the service sector to include all economic activities whose output is not a physical product, is generally consumed at the time it is produced, and provides added value informs that are essentially intangible concerns of its first purchaser. Service is a time perishable, experience performed for a customer acting the role of co-producer.

A **service** is a set of one time consumable and perishable benefits

- Delivered from the accountable service provider, mostly in close co-action with his internal and external service suppliers,
- Effectuated by distinct functions of technical systems and by distinct activities of individuals, respectively,

- Commissioned according to the needs of his service consumers by the service customer from the accountable service provider,
- Rendered individually to an authorized service consumer at his/her dedicated trigger,
- Finally, consumed and utilized by the triggering service consumer for executing his/her upcoming business activity or private activity.

2. Dimensions of Service Quality

Measuring of service quality relies on the customer's perception and this could be different from the expected service. To determine the gap between services expected and perceived service, several models are used like the SERVQUAL model, RATER model, e-SERVICE QUALITY etc. The main dimensions of service quality determination are as follows:

- **Reliability** – This is the ability to perform the service dependably and accurately, as promised. In software service, it would be the correct technical functioning of the application and various features such as GUI features, billing, product information etc.
- **Responsiveness** – How quickly the services are rendered to the customer and the promptness of service delivery. With respect to software services, it would be the ability to respond to customer problems or give solutions.
- **Assurance** – This is a measure of the ability to convey trust to the customers and how well they extend the courtesy. Software assurance involves the amount of confidence the customer has in handling the software application or navigating a site, the belief he has on the information provided and its clarity, reputation etc.
- **Empathy** – Giving personalized attention, understanding the requirements and caring for the customers. The software service would include customized applications, one-to-one customer attention, security privacy and understanding customer preferences.
- **Tangibles** – The physical attributes like appearance, equipment, facilities etc. When we speak of software services, the tangibles would be aesthetics of the software application or website, navigation features, accessibility, flexibility etc.

3. Statement of Problem:

Management Decision Problem:

“How to increase the satisfaction of students by providing them best services in the field of education sector?”

Research Problem:

“How to measure student's perceptions regarding services of their particular MBA colleges in Private Sector in Surat?”

Problem Statements:

- What are the student's perceptions towards TANGIBILITY of their college?
- What are the student's perceptions towards RELIABILITY of their college?

- What are the student's perceptions towards RESPONSIVENESS of their college?
- What are the student's perceptions towards ASSURANCE of their college?
- What are the student's perceptions towards EMPATHY of their college?
- What is the level of student SATISFACTION with respect to their college?

3.1 Research Objectives:

3.1.1 Primary Objectives:

- To measure effectiveness of SERVQUAL scale in MBA colleges in Surat city.
- To know the perception of students about the service performance of MBA colleges in Surat city.
- To measure satisfaction level of students towards service quality in MBA colleges in Surat city.

3.1.2 Secondary Objectives:

- To measure the TANGIBILITY of MBA college.
- To measure the RELIABILITY of MBA college.
- To measure the RESPONSIVENESS of MBA college.
- To measure the ASSURANCE of MBA college.
- To measure the EMPATHY of MBA college.
- To measure the overall satisfaction of students with respect to MBA college.

To find out the most important factors that affect the service quality of MBA college

“Research methodology is the systematic design, collection, analysis and reporting of data and finding, relevant to appraisal specific personnel situation facing the company.” Research methodology describes the research procedure. It is cover the following points:

- A. Research Design.
- B. Data collection method.
- C. Sample Design

3.2 Research Design:

“It is an overall framework of project that indicates what information to be collected from which sources and by which procedures.”

It is also the plan, structure, and strategy of investigation conceived so as to obtain answers to research questions and to control variance.

3.2.2 Descriptive studies:

In this project, Descriptive and cross-sectional research design was used because it described the phenomena

under study and recommendations / findings were specific under this study.

“Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain group such as gender, a descriptive study may be necessary.”

Other cases when a descriptive study could be taken up are when the objective of studies is to answer the who, what, when, where, and way of the subject under investigation.

Descriptive studies can be divided into two broad categories cross-sectional and longitudinal. Researcher frequently uses them.

The Six W's

1. WHO- Who should be considered as potential respondent?

Here existing students of particular college are considered as potential respondents.

2. WHAT- What information should be obtained from respondent?

Information related to their education policy, respondents' agreeeness for various quality dimension statements, their suggestions & demographic was obtained.

3. WHERE- Where should the respondents be contacted to obtain the required information?

The respondent should be contacted from Surat city only.

4. WHEN- When the information should be?

5. WHY- Why are we obtaining information from the respondents?

To measure the service Quality of MBA college in Surat.

6. WAY- In what way are we going to obtained information from the respondents?

Here questionnaire was used to collect information from respondents.

3.3 Data Collection Method:

3.3.1 Sources of data:

❖ **Primary Data:**

Questionnaire using SERVQUAL scale was prepared to study student's perceptions. Primary data were collected directly from the respondents to solve the problem.

❖ **Secondary Data:**

Secondary data were collected from many sources like books, journals, college's report and websites.

3.3.2 Research Approach:

Survey method was adopted to gather the primary data. This survey included face-to-face interview and fill up the questionnaire from respondents.

3.3.3 Research Instrument:

The most effective research instrument for data collection was questionnaire, for this study the structured questionnaire was used.

This questionnaire contains SERVPERF scale to measure student's perceptions. The SERVPERF scale was

developed by Parasuraman, Berry and Zeithaml. The scale was developed from an initial pool of 97 items generated through a series of focus group sessions conducted with students (Parasuraman, 1988). The initial pool of 97 items was reduced to 22 to form the SERVQUAL scale with a reported reliability above 90 (Parasuraman et al., 1988). The scale was said to tap five different underlying dimensions of customer service termed Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

3.3.4 Types of questions

In the questionnaire, both close-ended questions and open-ended questions were included.

3.4 Sampling Design:

3.4.1 Sampling Method:

In this study, non-random quota sampling technique had been used.

3.4.2 Defining the target population

Element: Students of MBA colleges in Surat.

Sampling unit: Service Users (students) of MBA College in Surat.

Extent: Surat city.

Determination of Sample Size: Sample Size =120 respondents

Execution of sampling process: Data from Service users (students) of MBA College in Surat.

4. LITERATURE REVIEW

Prasanta Kumar Padhy, P. Balaram Babu and Satyabrata Dash project on 'Innovative Service Quality in the Banking Sector: An Assessment Based on SERVQUAL Measures.' In the present study, the focus is on the critical factors determining service quality in the banking sector by using both traditional and modifying SERVQUAL measures (Parasuraman et al. 1983, 1994). Analysis of customers' responses, across 5-dimensions of service quality (in Study-I) and 10 dimensions of service quality (in Study-II), revealed that customers' perceptions of service quality were poor as compared with their 'expectations' from these banks. An analysis of service quality perceptions by the employees of these banks has been made, by taking into account the responses of the bank staff (N=55) on the modified SERVQUAL scale. This paper seeks to identify some critical factors influencing service quality in Indian banks, and could be used as a basis for bankers and researchers in differentiating the good and poor quality of services offered by banks.

- The main objectives of the present paper are to describe a conceptual framework of service quality involving both service provider and service receiver. Since present paper is an attempt to investigate the service quality issues from the perspective of the customers as well as staff in the banking industry of a developing economy like India, it has following objectives:

1. To present a detailed usage of various service quality dimensions in the banking sector in India.

2. To give a brief account of the critical factors of service quality revealed through the two studies carried out in a premier Indian public sector bank, and;
3. To analyze the service gaps and to draw inferences thereof, concerning the importance of different dimensions of service quality in these studies.

Present paper takes into account two studies based on SERVQUAL approach to measure service quality, developed by Parasuraman et al. (1988, 1994). It takes into account, findings of two studies based on assessment of service quality for measuring (a) customer expectations from an 'Ideal' bank with regards to various aspects of service quality, and (b) customer perceptions of the 'Actual' services received from the bank on a 7-point Likert-type scale.

Findings of Study-I & II:

In study-I, by adopting 5-dimensional SERVQUAL model, we found that most of the satisfied customers of public sector banks perceived poor 'reliability' in the services offered by the bank. However, the dissatisfied customers perceived of poor 'responsiveness' in the bank. Most of the customers complaining about procedural delays in banks experienced poor 'Assurance' from the bank with regards to service quality. While analyzing the responses of customers based on their degree of awareness towards new services offered by the bank, study-I revealed that customers perceived poor service quality in the dimension of 'responsiveness'.

In study-II, we found that most of the customers in the age group of 45-54 years perceived poor 'competence' and superior 'communication' in the bank. However, customers above 65 years of age perceived poor 'responsiveness' and were 'feeling secure' with the bank's transactions. While graduate customers perceived poor 'courtesy', those with professional qualification perceived superior 'understanding' in the bank. Male customers perceived poor 'courtesy', while perceiving superior physical facilities available in the bank. Perceptions of female customers were not significant across most of the dimensions of service quality in the bank. In sharp contrast to the findings of study-I, our study-II revealed poor perceived 'responsiveness' and superior 'reliability' in bank's services only among the semi-urban customers. Rural customers, however, perceived poor 'courtesy' and superior 'credibility' in the bank. Urban customers perceived poor 'courtesy', and superior 'tangibles' in the bank. The unmarried/ bachelor customers perceived poor 'tangibles', while married customers perceived poor 'communication' in the bank. Customers in the category of managers perceived poor 'reliability', while professionals perceived superior 'accessibility' Towards the bank's services.

Mohammed Alamgir & Mohammad Shamsuddoha Assistant Professor in University of Chittagong Chittagong 4331, Bangladesh project on '**Service Quality Dimensions: A Conceptual**

Analysis' The study aims at examining various literatures on service quality dimensions to adapt perfect strategy and policy for service oriented organizations.

The principal objective is to evaluate literature on service quality which has been developed by different researchers that is applicable to different kinds of organizations, especially in the

Banking sector. To accomplish this, the study has covered the following specific objectives:

1. To evaluate different dimensions of service quality
2. To find out possible approach to examine quality service dimensions
3. To propose an instrument concerning dimensions of service quality

Parasuraman *et al.* (1985) identified ten dimensions of service quality (e.g. credibility, security, accessibility, communication, understanding the consumer, tangibles, reliability, responsiveness, competence and courtesy).

In subsequent research, however, Parasuraman *et al.* (1988) consolidated the above ten dimensions into five broad dimensions **Parasuraman *et al.* (1988)** consolidated the five broad dimensions that are shown below.

Five broad dimensions of service quality:

Tangibles: - Appearance of physical facilities, equipment, personnel and written materials.

Reliability: - Ability to perform the promised service dependably and accurately.

Responsiveness: - Willingness to help customers and provide prompt service.

Assurance: - Employees' knowledge, courtesy and their ability to inspire trust and confidence.

Empathy: - Caring, easy access, good communication, customer understanding and individualised attention given to customers.

According to (Lewis, 1993) the dimensions of service quality focus on "interactions between a service firm and its customers and typically relate to:

- **Technical dimensions**, i.e. the outcome of the service process to include systems and technology; for example; Link ATM machine of Dutch Bangla Bank Limited, Credit cards of Standard Chartered Bank, Online and Internet banking of Bank Asia, EBBL etc.
- **Functional dimensions**, i.e. the way the service is delivered to include inter-personal Interactions between employees and customers, appearance and personality of service Personnel and approachability of personnel; for example; customer service department of HSBC, service complain department (rarely found in Bangladeshi banks; very common in developed countries) and trade services department of HSBC, SCB etc.,
- **The corporate image dimensions** which is the result of how customers perceive the firm, and can be expected to be built up mainly by the technical and functional quality of its services, and will

ultimately affect service perceptions ; for example; HIV/AIDS assistance program, Smile Brighter program, Support to Acid and Dowry victims, by DBBL.

Avkiran (1999) identified the following four discriminating factors of service quality in the Banking sector.

- **Staff Conduct:** Responsiveness, civilised conduct and presentation of branch staff that will project a professional image to the customers.
- **Credibility:** Maintaining bank staff-customer trust by rectifying mistakes and keeping customers informed.
- **Communication:** Fulfilling banking needs to customers by successfully communicate financial advice and serving notices timely.
- **Access to Teller Services:** The adequacy of number of branch staff serving customers

Throughout business hours and during peak hours.

Conclusions & recommendations:-

The consumers are getting unpredictable these days, thus it is getting difficult to keep track of their mind (perceptions and expectations), as well as their preferences in choosing the right institutions. Thus it would be a challenge for the Higher Education Institutions to think in such a wide scenario. The concept of developing and managing quality services arose with the competition in the industry. However when it comes to Service Quality Management in

Higher Education Industry it is understood that many benchmarks have been created by the government and the rest of them are created by the competitor and the institution it's self. A Higher Education Institution is one rousing business which pushes the customer to pass judgement and make decisions on the institution. Defining quality in the Higher education industry has been a dilemma, since the theories and models developed so far for measuring Service Quality are derived from various industries. Even the term quality can be viewed from the perspective of a student, faculty or researcher. Thus the variables and their applicability to the Higher Education Industry are questionable. However in the era of extensive competition, it is a necessary for the Higher Education Institutions to adapt to Service Quality Measurement techniques.

5. RESEARCH METHODOLOGY

Research methodology that guided the research and enabled the researcher to collect and analyse data. Research Methodology or techniques refer to the methods that researcher uses in performing research operations.

- Research Methodology is a way to systematically solve the research problem.

- It is the science of studying how research is done scientifically.
- It is necessary for the researcher to study not only the methods but also the science of applying these techniques that is methodology.
- It explains the various steps that are generally adopted by a researcher in studying the research problem with logic behind them.

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Element: Students of MBA colleges in Surat.

Sampling unit: Service Users (students) of MBA College in Surat.

Extent: Surat city.

Determination of Sample Size: Sample Size =120 respondents

Execution of sampling process: Data from Service users (students) of MBA College in Surat.

6. DATA ANALYSIS

This chapter graphically presents the data collected with the use of the SERVQUAL instrument, which was used to investigate students' perceptions of service quality at different MBA colleges.

The research looked at what students perceive about the institution; it also examine measured the score for the five SERVQUAL dimensions, namely:

Tangibles, Reliability, Responsiveness, Assurance and Empathy.

Data Analysis was done using SPSS software (Statistical Package for Social Science). This was used because it gave me accurate and fast result. Also multiple features of SPSS helped in applying various tests to reach to accurate conclusions.

Frequency table and bar chart is prepared for each statement.

Purpose of the question: This question is asked to know the perception of students regarding various service parameters of MBA colleges in Surat City.

Significance level: Here test of hypothesis is at 95% confidence level i.e. the chance of occurring type one error is 5%.

Statement: 1

Frequency Table:

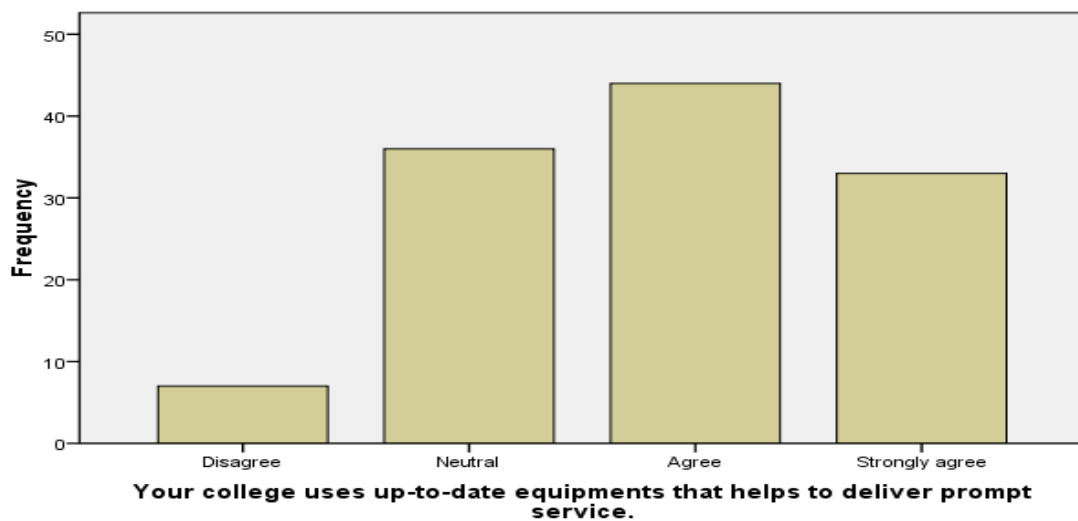
1. Your college uses up-to-date equipments that helps to deliver prompt service.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	5.8	5.8	5.8
	Neutral	36	30.0	30.0	35.8
	Agree	44	36.7	36.7	72.5
	Strongly agree	33	27.5	27.5	100.0
	Total	120	100.0	100.0	

Interpretation:

From above table it is found that 5.8% respondents are disagree with statement, 30% are neutral, 36.7% are agree with statement while 27.5% respondents are strongly agree with statement.

Bar Chart:

Your college uses up-to-date equipments that helps to deliver prompt service.



Statement: 2

Frequency Table:

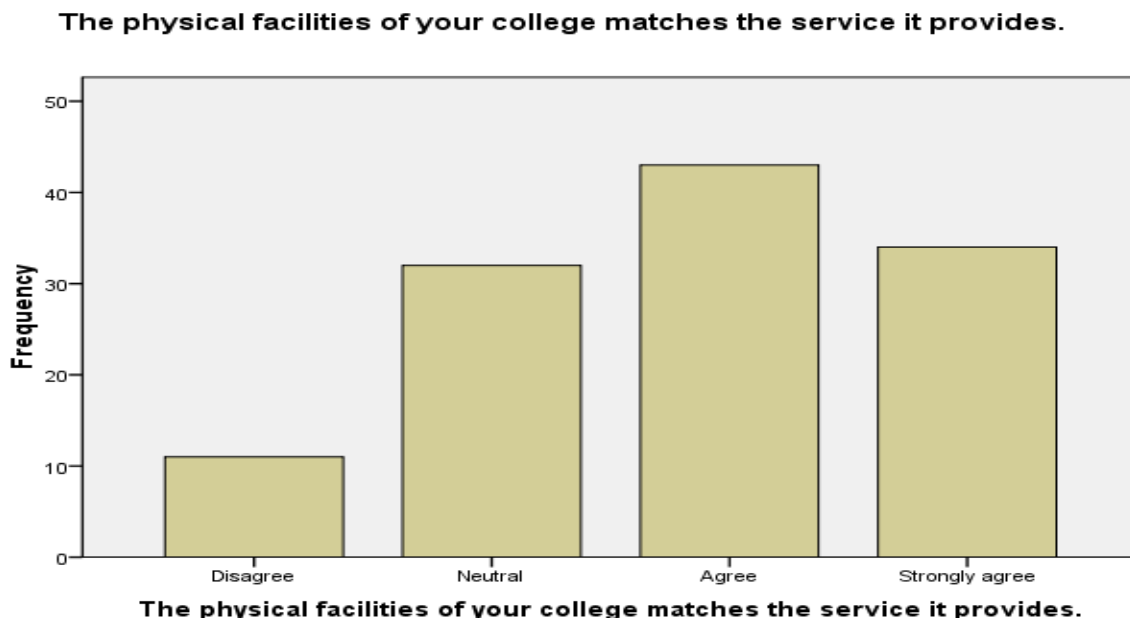
2.The physical facilities of your college match the service it provides.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	9.2	9.2	9.2
	Neutral	32	26.7	26.7	35.8
	Agree	43	35.8	35.8	71.7
	Strongly agree	34	28.3	28.3	100.0

2.The physical facilities of your college match the service it provides.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	9.2	9.2	9.2
	Neutral	32	26.7	26.7	35.8
	Agree	43	35.8	35.8	71.7
	Strongly agree	34	28.3	28.3	100.0
	Total	120	100.0	100.0	

Interpretation:

From above table it is found that 9.2% respondents are disagree with statement, 26.7% are neutral, 35.8% are agree with statement while 28.3% respondents are strongly agree with statement.

Bar Chart:



Statement: 3

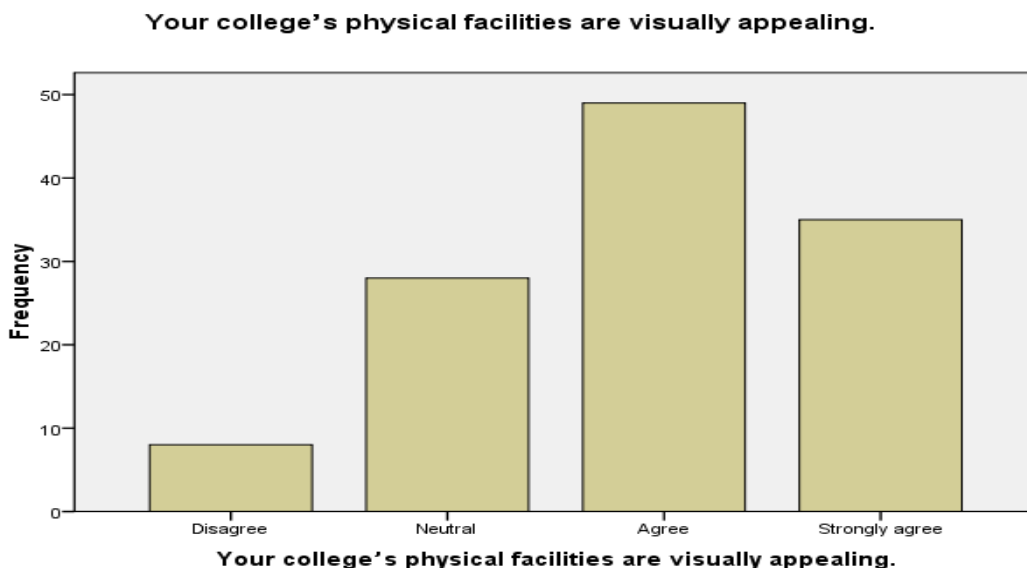
Frequency Table:

3.Your college’s physical facilities are visually appealing.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	6.7	6.7	6.7
	Neutral	28	23.3	23.3	30.0
	Agree	49	40.8	40.8	70.8
	Strongly agree	35	29.2	29.2	100.0
	Total	120	100.0	100.0	

Interpretation:

From above table it is found that 6.7% respondents are disagree with statement, 23.3% are neutral, 40.8% are agree with statement while 29.2% respondents are strongly agree with statement.

Bar Chart:



Statement: 4

Frequency Table:

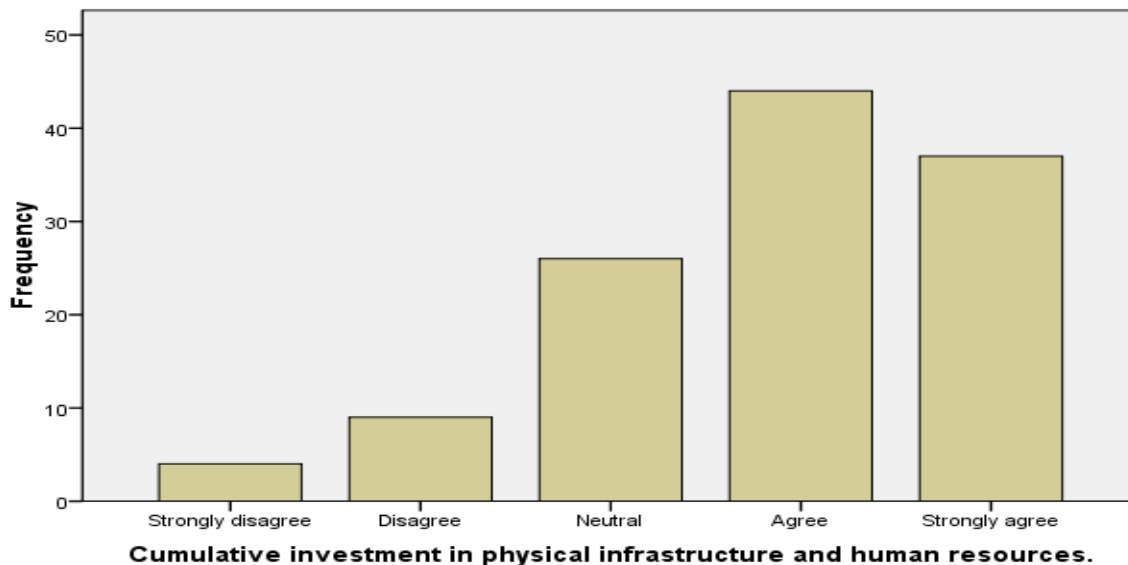
4. Cumulative investment in physical infrastructure and human resources.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.3	3.3	3.3
	Disagree	9	7.5	7.5	10.8
	Neutral	26	21.7	21.7	32.5
	Agree	44	36.7	36.7	69.2
	Strongly agree	37	30.8	30.8	100.0
	Total	120	100.0	100.0	

Interpretation:

From above table it is found that 3.3% respondents are strongly disagree with statement, 7.5% respondents are disagree with statement, 21.7% are neutral, 36.7% are agree with statement while 30.8% respondents are strongly agree with statement.

Bar Chart:

Cumulative investment in physical infrastructure and human resources.



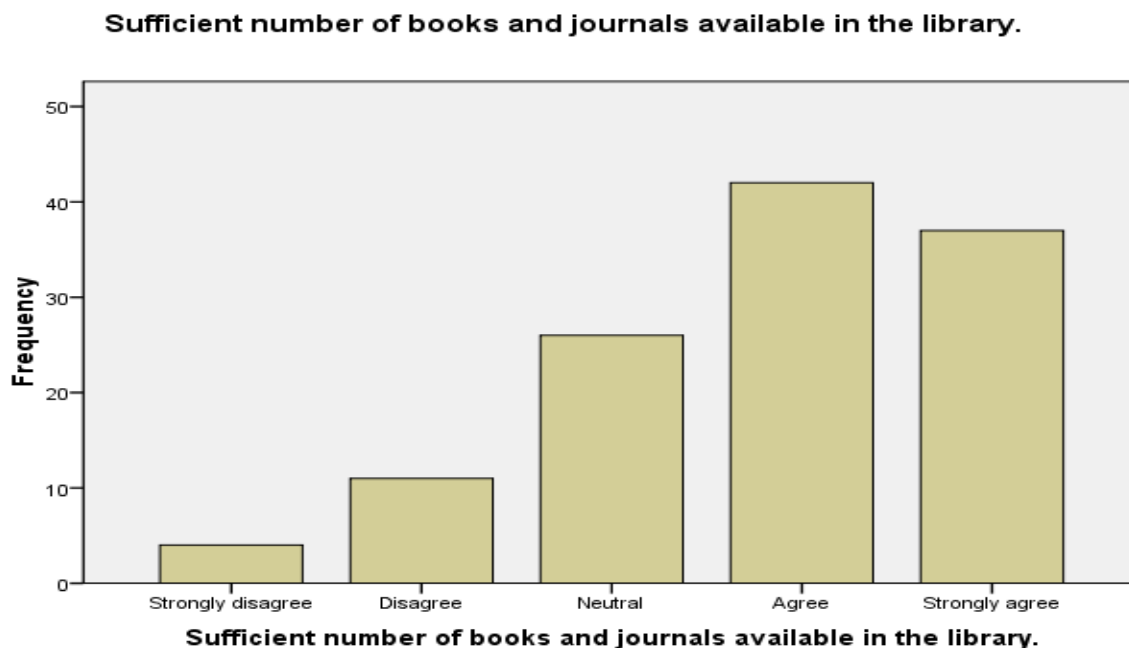
Statement: 5

Frequency Table:

5. Sufficient number of books and journals available in the library.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.3	3.3	3.3
	Disagree	11	9.2	9.2	12.5
	Neutral	26	21.7	21.7	34.2
	Agree	42	35.0	35.0	69.2
	Strongly agree	37	30.8	30.8	100.0
	Total	120	100.0	100.0	

Interpretation:

From above table it is found that 3.3% respondents are strongly disagree with statement, 9.2% respondents are disagree with statement, 21.7% are neutral, 35.0% are agree with statement while 30.8% respondents are strongly agree with statement.

Bar Chart:**7. Results and Findings**

- When college uses up-to-date equipments which helps to deliver prompt service, in this case overall we see that Private Sector provide efficient service compare to others.
- The physical facilities of college match the service it provides, in this case overall we see that Private Sector provides efficient service quality management.
- There is a significance difference of physical facilities are visually appealing in MBA colleges and Private Sector provides better service.
- There is a significance difference in cumulative investment in physical infrastructure and human resources in the MBA colleges and Private Sector provide efficient service quality management.
- Sufficient number of books and journals available in the library, in this case there is significance differences in MBA colleges in Private Sector provide efficient service compare to others.

8. Limitations of the Study

- This research study includes only Surat city's MBA colleges (Affiliated to GTU& VNSGU) so it cannot generalized the same result for all colleges.
- This research study is based on questionnaire method so may be students cannot provide all the correct information.
- This research study is based on quota sampling method and it includes only some quota for example 30 students of each college.
- This study is not universal study.

- Only limited to some selected MBA colleges in Surat city.
- Recommendation and conclusion are based on only personal opinion.

9. Conclusion and Suggestions

- Whenever college promises to do something it should be done on time so that students will be satisfied.
- All the MBA College (Affiliated to GTU) in Surat city need to use up-to-date equipments so that students get fast delivers of prompt service.
- Colleges try to increase their physical facilities to build a good image in the mind of students.
- Colleges try to give fast respond to their student.

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