

DEREE COLLEGE SYLLABUS FOR:							
MG 4247 MANAGEMENT OF SERVICES							
UK LEVEL: 6 UK CREDITS: 15 US CREDITS: 3/0/3							
(Revised: Spring 2015)							
PREREQUISITES:	MG 2003 Management Principles or MG 3034 Managing People and Organizations MK 2030 Fundamentals of Marketing						
CATALOG DESCRIPTION:	Issues in designing, marketing and performing services in a wide variety of service operations, principally in the private sector. Recognition of the considerable interface between operations, marketing and human resources. Topics include developing a strategic service vision, customer value equation, building profit chain capability, reengineering the service organization, the service profit chain. Leadership and auditing for success.						
RATIONALE:	Service operations constitute a large and growing segment of the economies of many countries around the world. It is necessary, therefore, for managers to understand the multiple and complex issues involved in designing, marketing and performing services compared to the operational activities involved in producing physical goods. This course is designed for students who plan to work as managers of service organizations in any of the three sectors of the economy - private, public or non-profit. It will also be of value to individuals who need to understand and evaluate service organizations from an external perspective.						
LEARNING OUTCOMES:	<p>As a result of taking this course, the student should be able to:</p> <ol style="list-style-type: none"> 1. Analyze and assess contemporary methods and practices that service firms adopt for activating highly competitive and value-generating strategies. (analysis, evaluation) 2. Analyze the principles and theories related to managing service operations. (analysis) 3. Integrate theoretical and practical frameworks for creating and sustaining synergies among all agents involved in the value chain of a service system. (synthesis) 						
METHOD OF TEACHING AND LEARNING:	<p>In congruence with the teaching and learning strategy of the college, the following tools are used:</p> <ul style="list-style-type: none"> • Lectures, case study analyses and in-class presentations, and the carrying out of a major research project. • Office hours held by the instructor to provide further assistance to students. • Use of the Blackboard Learning platform to further support communication, by posting lecture notes, assignment instruction, timely announcements, and online submission of assignments. 						
ASSESSMENT:	<p>Summative:</p> <table border="1"> <tr> <td>Written project</td> <td>40%</td> </tr> <tr> <td>Final examination (2-hour, essay)</td> <td>60%</td> </tr> </table> <p>Formative:</p> <table border="1"> <tr> <td>case study analyses and in-class presentations</td> <td>0%</td> </tr> </table> <p>The formative coursework aims to prepare students for the major written project and the final examination. The written project tests Learning Outcome 1 The final examination tests Learning Outcomes 2 and 3</p>	Written project	40%	Final examination (2-hour, essay)	60%	case study analyses and in-class presentations	0%
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Final examination (2-hour, essay)	60%						
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INDICATIVE READING:	REQUIRED MATERIAL:						

Fitzsimmons, A.J. and J.M. Fitzsimmons. Service Management Operations, Strategy, and Technology. McGraw-Hill, latest edition.

RECOMMENDED READING:

Akkermans, H. and Voss, C., (2013). "The service bullwhip effect", *International Journal of Operations & Production Management*, Vol. 33 Issue 6, p765-788. DOI: 10.1108/IJOPM-10-2012-0402.

Armistead, C. The Future of Services Management. Kogan Paye Ltd, 1994, ISBN 0-7494-10647.

Bateson, J. E. and K. D. Hoffman. Managing Services Marketing. Dryden Press, 1999, ISBN 0-03-0225519-1.

Clifford, D., ISO/IEC 20000: An Introduction to the Global Standard for Service Management. IT Governance Ltd. 2010, ISBN: 978-1-84928-315-1.

Cusumano, M. A., Kahl, S. J., Suarez, F. F. (2015). Services, industry evolution, and the competitive strategies of product firms. *Strategic Management Journal*. Vol. 36, Issue 4, p559-575. DOI: 10.1002/smj.2235.

Fitzsimmons, J. A. and M. J. Fitzsimmons, Services Management, Operations, Strategy, and Technology. McGraw-Hill, 1998, ISBN 0-07-021760-2.

Galvagno, M. and Dalli, D. (2014) "Theory of value co-creation: a systematic literature review", *Managing Service Quality*, Vol. 24 No. 6, pp.643 - 683

Goldstein. S.M., Johnston, R., Duffy, J. and Rao, J. (2002), "The service concept: the missing link in service design research?", *Journal of Operations Management*, Vol. 20 No. 2, pp. 121–134

Gronroos, C. (2015), *Service Management and Marketing: Customer Management in Service Competition*, 4th ed., Wiley, ISBN: 978-1-118-92144-9

Gronroos, C. (2015), *Service Management and Marketing: Customer Management in Service Competition*, 4th ed., Wiley, ISBN: 978-1-118-92144-9

Grönroos, C. and Gummerus, J. (2014) "The service revolution and its marketing implications: service logic vs service-dominant logic", *Managing Service Quality*, Vol. 24 No. 3, pp.206 – 229

Hanson, J.D., Melnyk, S.A., Calantone R.A. (2011). Defining and measuring alignment in performance management *International Journal of Operations & Production Management*, 31 (10), pp. 1089–1114.

Heskett, J. L. et al. Service Breakthroughs. Free Press, 1990, ISBN 0-02-914675-5.

Heskett, J. L. Managing in the Service Economy. HBS Press, 1986, ISBN 0-87584-130-9

Heskett, J. L., et al. The Service Management Course. Free Press, 1991, ISBN 0-02-914091-9.

Hope, C. & Muhlenenn. Service Operations Management. Prentice-Hall, 1997, ISBN 0-13-149915-7.

Irons, K. Managing Service Companies. Addison-Wesley 1994, ISBN 0-201-62426-5.

Irons, K. The World of Superservice. Addison-Wesley, 1997, ISBN 0201 40384 6 PPR.

Japan HRA, ed. Service Industry Idea Book. Productivity Press, 1990. ISBN 0-915299-65-8

Johnston, R., Clark, G., and Shulver, M. (2012), *Service Operations Management: Improving Service Delivery*, 4th ed., Pearson, ISBN-10: 0273740482, ISBN-13: 978-0273740483

Kindström, D. (2010). Towards a service-based business model – Key aspects for future competitive advantage. *European Management Journal*, Volume 28, Issue 6, pp 479–490.

Kortmann, S., Gelhard, C., Zimmermann, C., and Piller, F.T. (2014), "Linking strategic flexibility and operational efficiency: The mediating role of ambidextrous operational capabilities", *Journal of Operations Management*, Vol. 32 No. 7-8, pp. 475–490

Ladhari, R. (2008) "Alternative measures of service quality: a review", *Managing Service Quality: An International Journal*, Vol. 18 No. 1, pp.65 - 86

	<p>Lash, L. M. <u>The Complete Guide to Customer Service</u>. Willey, 1989, ISBN 0-471-62428-4</p> <p>Lovelock, C. H. <u>Managing Services</u>. Prentice Hall, 1992.</p> <p>McDonald, M., Frow, P., and Payne, A. (2011), <i>Marketing Plans for Services: A Complete Guide</i>, 3rd ed., Wiley, ISBN: 978-0-470-97909-9</p> <p>McDonald, M., Frow, P., and Payne, A. (2011), <i>Marketing Plans for Services: A Complete Guide</i>, 3rd ed., Wiley, ISBN: 978-0-470-97909-9</p> <p>Parasuraman, A., Zeithaml, V.A., and Malhotra, A. (2005), "E-S-QUAL: A Multiple-Item Scale for Assessing Electronic Service Quality", <i>Journal of Service Research</i>, Vol. 7 No. 3, pp. 213-233</p> <p>Santos, J. (2003) "E-service quality: a model of virtual service quality dimensions", <i>Managing Service Quality: An International Journal</i>, Vol. 13 No. 3, pp.233 – 246</p> <p>Sampson, S.E. (2012). Visualizing service operations. <i>Journal of Service Research</i>, 15 (2), pp. 182–198.</p> <p>Schmenner, R. W. <u>Service Operations Management</u>. Prentice-Hall, 1995 ISBN 0-02-406811-x.</p> <p>Semadeni, M., Anderson, B. S. (2010). The followers dilemma: innovation and imitation in the professional services industry. <i>Academic Journal Academy of Management Journal</i>, Vol. 53 Issue 5, p1175-1193. DOI: 10.5465/AMJ.2010.54533232.</p> <p>Van Looy, B., Gemmel, P., and Van Dierdonck, R. (2013), <u>Service Management: An Integrated Approach</u>, 3rd ed., Pearson, ISBN-10: 027373203X, ISBN-13: 978-0273732037</p> <p>Victorino, L., Verma, R., Wardell, D. G. (2013). Script Usage in Standardized and Customized Service Encounters: Implications for Perceived Service Quality. <i>Production & Operations Management</i>, Vol. 22 Issue 3, p518-534. DOI: 10.1111/j.1937-5956.2012.01382.x.</p> <p>Voisard, A., Schiller, J. H., <u>Location-based Services</u>. Morgan Kaufmann Publishers, 2004, ISBN: 978-1-55860-929-7</p> <p>Wilson, A., Zeithaml, V.A., and Bitner, M.J. (2012), <i>Services Marketing: Integrating Customer Focus Across the Firm</i>, 2nd ed., McGraw-Hill</p> <p>Wirtz, J., Chew, P., and Lovelock, C. (2013), <i>Essentials of Services Marketing</i>, 2nd ed., Pearson, ISBN-10: 9810686188, ISBN-13: 9789810686185</p> <p>Wynstra, F., Spring, M., and Schoenherr, T. (2015), "Service triads: A research agenda for buyer–supplier–customer triads in business services", <i>Journal of Operations Management</i>, Vol. 35, pp. 1-20.</p> <p>Zeithaml V.A & M.J. Bitner. <u>Services Marketing</u>. McGraw-Hill, 1996, ISBN 0-07-078250-4.</p> <p>Zeithaml, V.A. (2002) "Service excellence in electronic channels", <i>Managing Service Quality: An International Journal</i>, Vol. 12 No. 3, pp.135 - 139</p> <p>Zeithaml, V.A. et al. <u>Delivery Quality Service</u>. Free Press, 1990, ISBN 0-02-9357D1-2</p> <p>WWW RESOURCES:</p> <p>www.entrepreneur.com</p> <p>www.ft.com</p> <p>www.iso.com</p> <p>www.chainstorage.com</p> <p>www.cstorecentral.com</p>
<p>INDICATIVE CONTENT:</p>	<ol style="list-style-type: none"> 1. The Role of Services in an Economy 2. The Nature of Services 3. Service Quality 4. Service Strategy 5. Rethinking Marketing: Building Customer Loyalty 6. Attaining Total Customer Satisfaction 7. Managing the Customer-Employee Chain

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| | <ol style="list-style-type: none">8. The Service Encounter9. Internet Service10. Service Supply Chain Management11. New Service Development and Process Design12. Productivity, Quality and Value Improvement13. Growth and Expansion for Service Organizations |
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