

Welcome to this semester's course on Service Management.

In the developed world today the majority of jobs and GDP are derived from services. For most firms service is a central part of their strategy. The most advanced thinkers understand that service is not just an add-on to their products but integral to the way customers engage and consume their offerings. Customers are generally interested in the value that products and services help them create. This process of co-creation of value is at the heart of service thinking.

In an international, if not global world, the way that value is created and understood (by customers and firms) differs. Customers interpret value differently around the world based on their cultural roots. So, for example, in some countries the décor in the service environment is very important (e.g., Europe) while in Chinese contexts (e.g., Taiwan) it often is a secondary concern. Equally well, the way customers understand their behavior varies. Customers in a European restaurant, for instance, think little of summoning a waiter to help them while in the Chinese setting customers are way more reluctant to do this. Understanding service and differences across contexts and cultures is important for firms. Close to home we have Acer – operating in many different countries – and further away firms like Tesco and Carrefour attempting to deliver service in China and Taiwan. These examples represent successes and failures that remind us of the importance of designing service experiences to fit culturally distinct markets.

Reflecting these market realities, our class will compliment service marketing theory with topics on the differences between Western and Chinese customers and employees perspectives. This will give class participants an opportunity to understand how service experiences differ between culturally distinct markets.

During the course you will:

- Learn about the basic concepts of Service Management.
- Gain some insights into differences between service design and delivery for Chinese and Western markets
- Be encouraged to apply the concepts to your experience as customers (and as staff).
- Understand the importance of combining disciplines of operations, marketing and human resources.
- Have opportunities to learn and improve your presentation skills and your use of English.

Course materials

- See the syllabus and notes below. **Note! Some materials will be provided. Others, as graduate students, you get yourselves.**
- See the following link for our Google class page <https://bit.ly/2YONw1z>

Course teaching approach

This course will build on a basic understanding of Marketing, Human Resource and Operations management theory. The course will be taught through my lectures, exercises in-class and the

presentations you make during the course. It is designed to develop your understanding of service management stage by stage, like a jigsaw puzzle; putting the pieces together until you see the whole picture. As we put each piece together your contribution is essential. So an important part of the course will be the exercises we do in class. I am looking forward to hearing your ideas during these sessions. During the lectures I will present the main ideas from the readings but also add new examples too. Please note the reading for one week maybe used during that week *and the following* few weeks too.

Assessment

The course will be assessed as follows:

Action	Percentage of course credit	Notes
Participation	10	
Case studies	30	During each class.
Mid-term report & presentation (group)	30	Report and presentation both in English.
Final report and presentation (group)	30	Report and presentation both in English.

I look forward to meeting you and having an interesting semester studying service management.

Dr. James Stanworth

COURSE SCHEDULE

Session	Date	Topic	Preparation	Notes:
			<p>AM – Theory reading</p> <p>(C) = core i.e., expected to read; (S) = supporting i.e., scan / read parts</p>	<p>PM - Cases / Exercises</p> <p>My website: https://stanworth.site</p> <p>Reading password: user: your english name password: ncue_hrm_sm</p>
1		What is service?	<p>(C) Zeithaml, V., & Bitner, M. J. (20xx). <i>Service Marketing, Integrating Customer Focus Accross the Firm</i>. Irwin: Mc Graw Hill</p> <p>(C) Warden, C. A., Stanworth, J. O., Huang, C. W., & Chen, J. (2012). Strangers in strange lands: The importance of local observation in retail positioning. <i>International Journal of Market Research</i>. 54(6), 799-820</p> <p>(S) Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. <i>Journal of Marketing</i>, 68, 1–17.</p> <p>(S) Robert Lusch on service dominant logic http://www.youtube.com/watch?v=BegxLWmKapU&feature=share&list=PLBAB282A379CD3837</p> <p>(S) Value in use – Christian Gronroos http://youtu.be/TNE6wNEeTJk</p>	<p><i>Service Marketing...</i> Chapter 1 – an old edition is available on my website. <i>Evolving to a new dominant...</i> Available from the library. Think about the difference between product logic and service logic.</p> <p>DeLai Case Available on my website</p>

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2		Culture and service	<p>(C) Schein (2004). Organizational culture and leadership (3rd Ed.), Chapter 2</p> <p>(C) Nisbett, R. E., Peng, K., Choi, I., & Norenzayan, A. (2001). Culture and systems of thought: Holistic versus analytic cognition. <i>Psychological review</i>, 108(2), 291.</p>	<p><i>Culture and systems of thought... available from the library. Focus on what holistic and analytical thinking means.</i></p> <p>Exercise – materials given in class</p>

SERVICE MANAGEMENT - GRADUATE

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3		Listening to customers	(C) Zeithaml, V., & Bitner, M. J. (20xx). <i>Service Marketing, Integrating Customer Focus Accross the Firm</i> . Irwin: Mc Graw Hill Chapter 5	Available on my website. Shangzhai (“bandit”) mobile phone companies. Case GS-75 Available for purchase at Harvard Business School publishing: https://cb.hbsp.harvard.edu/cbmp/product/GS75-PDF-ENG

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4		Service quality	<p>(C) Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale For Measuring Consumer Perceptions. <i>Journal of Retailing</i>, 64(1), 12.</p> <p>(C) Stanworth, J. O., Hsu, R. S., & Chang, H. T. (2014). Interpersonal service quality of the Chinese: determinants and behavioral drivers. <i>Service Business</i>, 1-26.</p> <p>(S) Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1991). Refinement and reassessment of the SERVQUAL scale. <i>Journal of Retailing</i>, 67, 430–450.</p> <p>(S) Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria. <i>Journal of Retailing</i>, 70, 201–230.</p>	<p>All available for download from the library. For those marked ‘S’ please read the appendix.</p>

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5		Mid-term	Please see my website for details.	Note date

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6		Design of delivery systems	(C) Chapter 4 Lovelock, C., J. Wirtz, et al. (2005). Service Marketing in Asia. New York, Prentice Hall. "Managing the augmented service offering" (C) Chapter 2 Lovelock, C., J. Wirtz, et al. (2005). Service Marketing in Asia. New York, Prentice Hall. (Note - selected parts of chapter) (C) Mahesh, V. S. and J. O. Stanworth (1995). Service Concept Delivery Through System Design: The Case of Anglian Water Services. Service Management: New Directions, New Perspective. R. Teare and C. Armistead. London, Casse	Benihana of Tokyo Case no. 9-673-057 (revised July 20th 2004) This is available for purchase from Harvard Business School Publishing.

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7		Lean service	(C) “Philosophy”, Chapter 1 from, The New Lean Toolbox, John Bicheno (C) Swank, C. K. (2003). “The lean service machine.” Harvard Business Review 81(10): 123-129. (C) Hammer, M. J. (1990). “Reengineering Work”: Don’t Automate Obliterate.” Harvard Business Review(July – August): 104 – 112.	<i>Philosophy...</i> available from my website. <i>The lean service machine...</i> <i>Reengineering Work ...</i> both available from the University library.
			In class exercise	

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8		Motivation and quality control	<p>(C) See Professor Maslow theory on the hierarchy of needs: http://www.muskingum.edu/~psych/psycweb/history/maslow.htm#Time%20Line</p> <p>(C) See Professor Skinner’s theory of behavioralism https://en.wikipedia.org/wiki/B._F._Skinner</p> <p>(C) See an explanation of the Pygmalion effect http://www.duq.edu/about/centers-and-institutes/center-for-teaching-excellence/teaching-and-learning/pygmalion</p> <p>(S) The original ideas are here: http://www.goodreads.com/author/show/288403.6.V_S_Mahesh</p>	<p>Case 1 – Wang Ping Case 2 – To be advised</p> <p>On my website</p>