



*The world looks
different from here.*

MBA 511, 512, 513 Sec. 01 Service Management

Fall 2013, Course Outline

Note: please check your B-Link course and program sites frequently for new updates & course changes.

Course hours:	Mon. 6:30 – 9:20 Wed. 6:30 - 9:20 Fri. 9:00 – 11:50
Location:	DSB 128
Instructor:	Heather Ranson hration@uvic.ca , BEC 260 Steve Tax stax@uvic.ca BEC 422 Uzay Damali, udamali@uvic.ca BEC 262
Office hours:	By Appointment
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***UVic is committed to promoting, providing and protecting
a supportive and safe learning and working environment for all its members.***

Texts:

In the past we have used textbooks, but over time recognized the value in creating a set of readings that provide both frameworks for guiding your thinking and managerially focused processes for understanding the service system. In addition to presenting information in a more interesting fashion the cost savings over textbooks is in the range of \$600.00.

Most of your Service Management readings are accessible through the UVic electronic library. Professors will provide the citation, link, or pdf version of the article in the B-link folder for each class. Also, a number of readings will need to be accessed through the library on course reserve.

Cases and a few articles will have to be purchased as they are not part of the university database. Further information about this will be provided on B-link.

Course Objectives and Description:

And Now for Something Significantly Different: A Guide to the Service Management Specialization....

Core theme: Designing and delivering service excellence

The Service Management Experience

After years of offering the program we are quite certain that this specialization will change your life. We hope it is for the better! You will become more passionate about great service and also more critical of poor service. But based on the success and continued support of our alumni, it is clear that the program supports the development of leaders in service design and execution.

The program is driven by the class. We provide frameworks, insights into key aspects of managing services, guest speakers who share their real world insights, assignments from companies looking to implement your solutions, field trips and social events. You provide the energy, intellectual curiosity and determination to deliver your best work.

Our objectives are for students to:

- Understand services from a systems perspective (operations, human resources, marketing and technology)
- Understand the importance of service excellence in all businesses
- Identify service improvement opportunities
- Provide you with the capability to transform an organization
- Develop the service element of a business as well as to solve problems common to service operations
- Develop an understanding of service management systems
- Enhance both oral and written communication skills through presentations and papers.

The Service Management Team

Heather Ranson, People

The people part of service management examines how to effectively build the team that will deliver world class service to your customers. Of course this is important from a service perspective, but it is also important from a cost perspective. In service organizations staffing is the number one cost, so it is a budget item you want to spend well.

Service organizations have unique people challenges: staff burn-out, sincerity, and aligned values are just a few of them. We'll examine how these problems affect service

businesses and look at best practices for finding, hiring, motivating and retaining your biggest asset.

Steve Tax, Marketing and the Customer Experience

Delivering valuable, memorable experiences is at the heart of service management. Most services fail to meet this goal because of poor design. We will focus attention on the service design process as well as assuring that each moment of truth is designed and delivered to be consistent with the values of customers and the organization.

Building networks and developing relationships with partners responsible for delivering service is an often overlooked but essential component of success. We will examine how companies can effectively manage their service delivery networks and use them to support growth. By the end of the course you will be a “design thinker” and have a passion for service excellence.

Uzay Damali, Operations

Early in the course you’ll see how interconnected marketing, technology, human resources and operations are in a business. Operations are an integral part of the service system: once you promise an excellent experience, it is the operations people who will deliver it for you.

We’ll build on your operations knowledge and personal experience and give you useful tools you can use in any organization to improve the flows and processes that impact your customers. You’ll gain experience using valuable tools like Service Process Control and Capacity and Demand strategies as well as Quality Improvement methods which can be applied to any service business. By the end of the course you will embrace quality principles and understand the dynamic interactions of managing a service operation.

Evaluation Elements:

Students will be evaluated according to the following schedule:

Individual Assignments

Hiring Assignment (Heather Ranson) Due October 16, 2013	Value: 10%
Total Quality Management Assignment (Uzay Damali) Due October 30, 2013	Value 10%
Lean Assignment (Uzay Damali) Due November 25, 2013	Value 10%
Growth Assignment (Steve Tax) Due December 4, 2013	Value 10%
Participation	Value 20%

Group Assignments

Design Thinking Assignment (Steve Tax and Heather Ranson) Value 15%
Due September 30, 2013
This first assignment should be done in pairs.

Live Case Value 25%
Due November 22, 2013
This assignment will be completed in groups of four. Information about the live case will be posted on B-link as it approaches.

Requirements for Graded Work:

Most work in service organizations requires an integrated approach often accomplished through team-based assignments. We try to balance the need to successfully work in teams with the capability to solve problems individually. We have designed three of the seven graded reports and presentations to be completed in groups and four individual assignments.

Students may form their own groups. We will facilitate this in class.

Participation and Attendance

We adopt the student as co-producer model as central to program delivery. The only way to effectively learn the material is through a high level of engagement and participation.

To support this we allocate 20% of the grade to participation and expect all classes to be attended except in the case of illness or family emergency. Students without a doctor's note for their absence will lose participation marks.

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Students with unexcused absences from more than 3 class sessions will receive a zero grade for participation.

Grading Scale:

Graded material in this course will be marked using percentages. All grades are reported to the Registrar as letter grades that have been determined in

accordance with the approved percentage ranges. Students are provided with both the letter grade and the associated percentage equivalency. The following equivalents will be used to convert percentages to letter grades:

Faculty of Graduate Studies – Grading Scale				
Grade	Grade Point Value	Percentage Range	Description	Achievement of Assignment Objectives
A+	9	90 – 100	Exceptional Work	Technically flawless and original work demonstrating insight, understanding and independent application or extension of course expectations; often publishable.
A	8	85 – 89	Outstanding Work	Demonstrates a very high level of integration of material demonstrating insight, understanding and independent application or extension of course expectations.
A-	7	80 – 84	Excellent Work	Represents a high level of integration, comprehensiveness and complexity, as well as mastery of relevant techniques/concepts.
B+	6	77 – 79	Very good work	Represents a satisfactory level of integration, comprehensiveness, and complexity; demonstrates a sound level of analysis with no major weaknesses.
B	5	73 – 76	Acceptable work that fulfills the expectations of the course	Represents a satisfactory level of integration of key concepts/procedures. However, comprehensiveness or technical skills may be lacking.
B-	4	70 – 72	Unacceptable work revealing some deficiencies in knowledge, understanding or techniques	Represents an unacceptable level of integration, comprehensiveness and complexity. Mastery of some relevant techniques or concepts lacking. Every grade of 4.0 (B-) or lower in a course taken for credit in the Faculty of Graduate Studies must be reviewed by the supervisory committee of the student and a recommendation made to the Dean of Graduate Studies. Such students will not be allowed to register in the next session until approved to do so by the Dean.
C+	3	65 – 69		
C	2	60 – 64		
D	1	50 – 59		
F	0	0 – 49	Failing grade	Unsatisfactory performance. Wrote final examination and completed course requirements.
Students in the Faculty of Graduate Studies must achieve a grade point average of at least 5.0 (B) for every session in which they are registered. Individual departments or schools may set higher standards. Students with a sessional or cumulative average below 5.0 will not be allowed to register in the next session until their academic performance has been reviewed by their supervisory committee and continuation in the Faculty of Graduate Studies is approved by the Dean. Some academic units may employ a percentage system for evaluating student's work.				

“N” (incomplete) grades: All graded components must be completed or you will receive a failing grade of N (grade point value of 0).

Final course grades are official only after they have been signed by the Program Director and may be subject to change up until that point.

Academic Integrity:

As our programs help to create business and government leaders, the Peter B. Gustavson School of Business has an obligation to ensure academic integrity is of the highest standards. All cases of cheating or plagiarism, and any variations thereof, will be immediately referred to the Associate Dean, Programs. Students who participate in any form of cheating and/or plagiarism may be required to withdraw from the Gustavson School of Business.

Students are expected to carefully review the following points discussing academic integrity and group projects that have been adopted by our School. Acts of academic dishonesty include, but are not limited to, the following:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- duplicating a table, graph or diagram, in whole or in part, without referencing the source.
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g. personal communication, ideas from a verbal presentation) without referencing the source.
- copying the answers of another student in any test, examination, or take-home assignment.
- providing answers to another student in any test, examination, or take-home assignment.
- taking any unauthorized materials into an examination or term test (crib notes).
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination.
- stealing or mutilating library materials.
- accessing test prior to the time and date of the sitting.
- changing name or answer(s) on a test after that test has been graded and returned.
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructor(s) involved.

Students should be aware that all instructors reserve the right to use any plagiarism detection software program(s) to detect plagiarism for essays, term papers and other assignments.

Schedule:

See separate document for class schedule.

MBA 512, 513, 514 SERVICE MANAGEMENT SPECIALIZATION

Date	Topic	Reading/Assignment/Guest	Professor	
Wed Sept 4	Introduction		All	STRATEGY
Fri Sept 6	Developing a Service Culture	Readings: (1) Creating the living Brand (2) Competing with quality service in good times and bad	Heather	
Mon Sept 9	Building a Service Vision: A Systems Perspective	Readings: (1) Unifying service marketing and operations with service experience management (2) The path to customer centricity (3) Kiwi experience case	Steve	
Wed Sept 11	Strategy for the Service Operation	Readings: (1) Where does the customer fit in a service operation (2) Putting the service-profit chain to work (3) Service companies: Focus or falter	Uzay	
Fri Sept 13	Designing an HR System for Services	Readings:	Heather	DESIGN
Mon Sept 16	Moments of Truth: Customer Designed Service Standards	Readings: (1) Textbook chapter to be handed out in class (2) Want to perfect your company's service? use behavioral science" (3) Return on quality at Chase Manhattan Bank	Steve	
Wed Sept 18	Effectively Managing Customer Performance	Readings: (1) Breaking the trade-off between efficiency and service	Uzay	
Fri Sept 20	Service Blueprinting: Mapping out the Service Experience	Readings: To be handed out in class	Heather	
Mon Sept 23	Design Thinking: At the Movies	Readings: (1) Design thinking (2) Clueing in customers (3) Designing service performances	Steve	
Wed Sept 25	Facility Design and Location Selection	Readings: (1) Servicescapes: The impact of physical surroundings on customers and employees	Uzay	
Fri Sept 27	Leadership	Readings: (1) More effective leadership can bring higher service quality (2) Ritz Carlton Case	Heather	
Mon Sept 30	Design of Wellness Oriented Services	Guest: Laurie Anderson, PhD (from Arizona State University) Guest: Begum Aybar-Damali, PhD (from Winona State University) Assignment: Steve and Heather group	Uzay	

Wed Oct 2	Designing the Service Experience: The Car Buying Experience	Readings: (1) “Welcome to the experience economy” (2) “Understanding customer experience” (3) “Building the service brand by creating and managing an emotional brand experience” (4) “Feedback from automobile industry customer experience survey”	Steve
Fri Oct 4	Managing Change in Service Organizations	Readings:	Heather
Mon Oct 7	TBA		TBA
Wed Oct 9	Capacity Management – Theory of Constraints	Readings: (1) The Goal (chapters)	Uzay

Fri Oct 11	Hiring: Getting the Best Talent	Readings: (1) Hiring for the Organization, Not the Job	Heather
Mon Oct 14	THANKSGIVING – NO CLASS		
Wed Oct 16	Motivating the “Volunteers”	Readings: (1) The Power of Small Wins (2) How Customers Can Rally Your Troops Assignment: Heather individual	Heather
Fri Oct 18	Approaches to Quality: Tools and Frameworks	Guest: Christina Merkley (from SHIFT-IT Coach) Readings: (1) Out of the Crisis (chapters)	Uzay
Mon Oct 21	CRM & Recovering and Learning from Service Failure	Guest: Elise Yarema (from Club Thrifty Foods) Readings: (1) Getting the right payoff from customer penalty fees (2) Recovering and learning from service failure (3) Acorn Park Hotel case	Steve
Wed Oct 23	TQM Tools – Statistical Process Control		Uzay
Fri Oct 25	LIVE CASE CLIENT VISIT		
Mon Oct 28	Delivering Service through Electronic Channels; Big Data	Guest: Anthony Sukow (from Terapeak) Readings: (1) TBA	Steve
Wed Oct 30	Global Approach to Quality – Lean 1	Guest: Jim Ciccateri (from BC Ministry) Assignment: Uzay individual (TQM) Readings: Decoding the DNA of the Toyota Production System	Uzay
Fri Nov 1	Training/Coaching	Readings: (1) Aligning People. Leadership Excellence (2) Aligning with Vision and Values. Leadership	Heather

QUALITY

		Excellence (3) Zappos Case	
Mon Nov 4	TBA		
Wed Nov 6	Global Approach to Quality – Lean 2	Assignment: Steve	Uzay
Fri Nov 8	Managing Conflict in Organizations	Readings: (1) Constructive conflict at work	Heather
Mon Nov 11	REMEMBRANCE DAY – NO CLASS		
Wed Nov 13	READING BREAK – NO CLASS		
Fri Nov 15	CLASS CANCELLED – READING BREAK CONTINUED!		
Mon Nov 18	Rethinking the Challenge--the Service Delivery Network	Guest: A.R. Elangovan, PhD Guest: GM Butchart Gardens Readings: (1) “The Service Delivery Network (SDN): A Customer-Centric Perspective of the Customer Journey” (2) Other managerial based readings will be added closer to class time	Steve
Wed Nov 20	The Power of Sustainability	Readings:	Heather
Fri Nov 22	New Frontiers in Quality – The Sustainability Approach		Uzay

Mon Nov 25	Growth Strategies: The Challenge of Integrating Service Systems	Guest: Mark Hill (from WestJet) Readings: (1) Designing and implementing new services: The challenges of integrating service systems” (2) Other short readings will be added closer to class time Assignment: Uzay’s individual assignment on lean	Steve	GROWTH
Wed Nov 27	Social Media	Guest: Christy Smith (from Spice Creative) Guest: Kristin Petelski Readings: (1) TBA	Uzay/Steve	
Fri Nov 29	STUDENT PRESENTATIONS and Field Trip		ALL	
Mon Dec 2	Emerging Challenges in Service Management	Readings: (1) TBA	Steve	
Wed Dec 4	LAST CLASS Assignment: Steve’s individual assignment on growth			