

## Managing Service Organisations (F000700)

Course size (nominal values; actual values may depend on programme)

Credits 4.0 Study time 120 h Contact hrs 45.0 h

Course offerings and teaching methods in academic year 2018-2019

A (semester 1)	English	seminar	15.0 h
		guided self-study	20.0 h
		lecture	5.0 h
		group work	5.0 h

Lecturers in academic year 2018-2019

Gemmel, Paul	EB23	lecturer-in-charge
Verleye, Katrien	EB23	co-lecturer

Offered in the following programmes in 2018-2019

	crdts	offering
<a href="#">Master of Science in Business Engineering (main subject Data Analytics)</a>	4	A
<a href="#">Master of Science in Business Engineering (main subject Finance)</a>	4	A
<a href="#">Master of Science in Business Engineering (main subject Operations Management)</a>	4	A
<a href="#">Master of Science in Economics</a>	4	A
<a href="#">Exchange programme in Economics and Business Administration</a>	4	A

Teaching languages

English

Keywords

Management of Service Organisations, Service Management

Position of the course

In order to win loyal customer, it is for service organisations an increasing challenge to take account of the customer needs in the design and the management of the service operations. This is true for the B-to-C (business-to-consumer) and B-to-B (business-to-business environments). In this course, the emphasis is on developing the service delivery system by introducing some tools and skills. These tools and skills must help the service manager to

- (1) clearly position the service organisation,
- (2) define, measure and analyse the performance of the service delivery process,
- (3) optimise the service delivery process,
- (4) understand the impact of the environment (the so-called servicescape),
- (5) understand the role of people and technology in the service delivery and
- (6) know how to innovate in a service context.

Contents

- The nature of service: the characteristics of services and their consequences for service management.
- Service positioning and the service concept: Due to the intangibility, service firms must position themselves very well.
- Service positioning in a the B-to-B context: servitisation: industrial firms introduce new services to surround their tangible products in order to differentiate themselves.
- Service performance measurement. Due to the intangibility of services, it is difficult to measure the performance such as productivity and quality.
- Process management in services: Services are processes. How to manage these service processes is a crucial question.
- Capacity management: balancing supply and demand is very important in a service

environment where supply is perishable and demand highly volatile. Special attention is paid to the phenomenon of waiting.

- Facilities management: Environmental factors (such as lay-out, signs) can have an important impact on the service experience.
- The role of technology and people in service organisations. People and Technology are two important assets in services. How can we leverage them ?
- Innovation in services. Innovation is a well-known concept in a manufacturing context. What is innovation in services ?

In this course, several tools are discussed such as the service triangle, service blueprinting, servitisation, servicescape, simulation, service transaction analysis and data envelopment analysis.

#### Initial competences

Students must have some basic knowledge about operations and production management.

#### Final competences

- 1 To analyse and evaluate the service of an organisation on strategic and operational level, in B-to-C and B-to-B markets.
- 2 To design, improve and evaluate the service processes, taking into account the servicescape.
- 3 To evaluate the application of six sigma and lean in services.
- 4 To evaluate the behaviour of customers as participants in the service delivery process.
- 5 To acquire the needed analytical and social skills, and attitudes to apply the knowledge in practice (cases).

#### Conditions for credit contract

Access to this course unit via a credit contract is determined after successful competences assessment

#### Conditions for exam contract

This course unit cannot be taken via an exam contract

#### Teaching methods

Guided self-study, group work, lecture, seminar

#### Extra information on the teaching methods

Active and interactive method of education based on cases and the chapters of the book. The students are expected to study the book chapter via self-learning and to apply these principles on case studies which must be prepared in beforehand. Class room and on-line participation in the case discussions is requested. There will be a group assignment to apply service management principles in practice.

#### Learning materials and price

Book: Gemmel P, Van Looy B. and Van Dierdonck, R (eds) 'Service Management: an integrated approach', Pearson Education Limited, 2013.

number of articles and case studies

Business game

A licence fee has to be paid for the cases and the business game.

Total Cost: 90 EUR

#### References

#### Course content-related study coaching

The very interactive way of teaching allows the teacher to have a continuous feeling whether or not the students understand the concepts.

#### Evaluation methods

end-of-term evaluation and continuous assessment

#### Examination methods in case of periodic evaluation during the first examination period

Written examination with open questions, written examination with multiple choice questions

#### Examination methods in case of periodic evaluation during the second examination period

Written examination with open questions, written examination with multiple choice questions

#### Examination methods in case of permanent evaluation

Oral examination, participation, peer assessment, report

#### Possibilities of retake in case of permanent evaluation

examination during the second examination period is not possible

#### Extra information on the examination methods

The permanent evaluation consists of an evaluation of the group assignment and the preparation for and participation in the case studies. The evaluation of the group assignment is based on a written report, a presentation and peer assessment. There is also an evaluation of the participation during the case discussion. The periodical evaluation consists of a written exam with multiple choice questions for the theoretical part (book) and the cases, and open questions which are related to the cases, more specifically a 'new' case study which is not discussed in the course.

#### Calculation of the examination mark

Permanent (50%) and end-of-term evaluation (50%). Students have to participate in both the permanent as the end-of-term evaluation to be able to pass this exam.

#### Facilities for Working Students

Work students will be asked for an extended written preparation of the case studies instead of their participation in the classroom when they cannot participate in the sessions. Work students should be able to participate in the group assignment.