



**MBA 511, 512, 513 Sec. 01
Service Management Specialization
Fall Term 2006 Course Outline**

COURSE HOURS	Monday 9 – 12 DSB C130 Wednesday 9-12 HHB 110 Friday 9-12 DSB C116
INSTRUCTORS:	Steve Tax BEC 222 721-6417 Mark Colgate BEC 258 472-4140 Heather Ranson BEC 268 721-6112
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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:

- Fitzsimmons and Fitzsimmons, Service Management, 5th ed. (Irwin McGraw Hill, 2006).
- Lovelock, Wirtz, Services Marketing People, Technology, Strategy, 5th ed. (Pearson Prentice Hall 2004).
- Additional Readings will be assigned.

Course Objectives and Description:

Service Management is

- Delivering outstanding customer experiences
- Creating a culture of service excellence
- Building Customer Equity
- Designing integrated service systems

leading to *superior firm performance*

Three courses: *Service Marketing, Quality Management and Service Operations, and Issues in Service Technology and HR Management* are combined in this integrated specialization. This specialization is intended for students who are interested in working in service industries or who want to support service excellence in product based firms.

The courses will address the distinct needs and problems of service excellence for all businesses and services in the areas of marketing, operations, human resources and technology.

The course objectives are to teach students to:

- Understand service operations from various perspectives (operations, human resources, marketing)
- Understand the importance of service excellence in any business
- Learn to improve service excellence in service or production firms
- Learn to develop the service element of the business as well as solve problems common to service operations
- Develop an understanding of service management thinking
- Enhance both oral and written communication skills through presentations and papers.

Course Format:

The course will be delivered according to the course schedule. Classes will include lectures, exercises, guest speakers and a field trip. Students are expected to attend all classes.

Participation is essential to the success of this specialization.

Evaluation Elements:

Students will be evaluated according to the following schedule:

Participation	20 % of grade
Service Blueprint	10 % of grade
Harrah's Case	10% of grade
Van City Presentation	15% of grade
Service Standards Presentation	15% of grade
Integrated Marketing Communications Presentation	15% of grade
Cordova Bay Presentation	15% of grade
Total	100%

Assignments

Harrah's Case

Due September 29

Please answer the following question the case. You have a maximum of 8 pages not including exhibits (it is up to you how much space you want to dedicate to each question).

Question: What are the strengths and weaknesses of Harrah's gainsharing program? If you were Winn what would you recommend to Loveman and what are the implications of your decision?

Van City

Due October 6th, 2006

Guest Speaker Lydia Johnson from the Van City will talk about the problems in getting employees to deliver service in a decentralized, high pressure sales environment. Lydia will leave you will a issue she is currently facing and you will have one week to work on it and develop a presentation for Lydia to review.

Blueprinting Assignment

Due October 13th

Choose an organization (or part of an organization) in which you have worked and prepare a blueprint to demonstrate fail and wait points. It is essential that you know the service operation very well in order to do this assignment. In an accompanying two page paper answer the following questions:

1. What features of this service delivery system differentiate it from the competition and what competitive advantages does it offer?
2. What changes or additional features could make this a more successful (fewer waits, and failures, additional revenue streams etc.) service operation?

Service Standards Presentation

Due October 27, 2006

Guest Speaker Sergei Bouslov from the Ministry of Employment and Income Assistance is currently working on a project to develop standards for services within his Ministry. When he comes to class he will share some of the challenges attached to the project. Sergei will leave you will one of more of these challenges and you will have one week to work on them and develop a presentation for Sergei to review.

Integrated Marketing Communications Presentations Oak Bay Marine Group Report and Presentation

Due November 6, 2006

Jill Smillie, director of marketing for Oak Bay Marine Group, will present the objectives and describe the current integrated marketing communications (IMC)approach the group is using. She will also provide access to all communication materials. The class will be assigned the task of assessing the current effectiveness of the IMC and providing areas for improvement. The initial meeting will take place on October 30th and class presentations and reports are due on November 6th.

Cordova Bay Presentations
Cordova Bay Golf Course Report and Presentation

Due December 1, 2006

We will be participating with the management team of the Cordova bay Golf Course in their annual review and strategic planning process. On November 20th the managers of each of the operating units will present their review of the past years performance and identify challenges they face in the upcoming year. Based on the presentation, assignments will be developed and the class will present their recommendations and report on December 1st.

Alumni Forum

A special event designed for the service Management Specialization is the Alumni Forum. This event will take place **Monday Oct. 2, 2006 from 5:30 – 8:30 pm** at the Victoria Marriott. A panel of speakers will present on relationship management as it pertains to their businesses. Speakers for this year's forum are Richard Flurry, former president of a major division of BP/Amoco and they are close to getting Noel Hall, president of Aspreva Pharmaceuticals. Students and alumni are then invited to ask questions.

Requirements for Graded Work:

Description of evaluation standards for evaluation elements.

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 6 specialization sessions will receive a grade of zero in class participation.

Grading Scale:

All grades are reported to the Registrar as letter grades. Graded material in this course will be marked using percentages. The following equivalents will be used to convert percentages to letter grades:

Percentage Range	Letter Grade
90-100%	A+
85-89%	A
80-84%	A-
76-79%	B+
72-75%	B
68-71%	B-
64-67%	C+
55-63%	C
50-54%	D
0-49%	F

Participation Grading: From the Subjective to the Objective

Participation will be based on the following:

- Asking and responding to questions in class
- Preparation effort for class discussions
- Active participation in case and assignment discussion during class
- Playing a leadership role in the class
- Attendance and active involvement in key events

Grade

Behavioral Description

A+ - A-

Well organized and presented response
Major forward contribution in case analysis
Outstanding summary
Well defended minority point-of-view

B+ - B-

Any of the above with a major point or consideration missing or poorly developed
Constructive criticism of another's student's contribution
Support of and addition to another student's contribution

C+ - C-	<p>Obvious preparation accomplished but weak conceptual application of the situation under discussion</p> <p>Nervousness or hesitancy interfering with quality of the response</p> <p>Behaviors described in A or B category which are weakly developed or fall short of expectations</p>
D - D-	<p>Consistently asking questions about the case without offering interpretations</p> <p>Simple recognition or repetition of case facts without drawing any inferences</p> <p>Repetition of a point already discussed</p>
F	<p>Inability to respond with any degree of displayed preparation</p> <p>Poor quantity of contribution</p> <p>No contribution</p> <p>Not present</p> <p>Unprepared</p>

Note: Although attendance is required to receive participation credit, no credit is given for attendance alone.

Academic Integrity:

As a program which helps to create business and government leaders, the Faculty 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. Students who participate in any form of cheating and/or plagiarism may be required to withdraw from the Faculty of Business.

Students are expected to carefully review the following points discussing academic integrity and group projects that have been adopted by our Faculty.

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:

Date	Topic	Professor/Readings/Cases
Sept 6	Introduction to Service Management	Heather /Steve Chapter 1 Lovelock/Chapter 1 Fitzsimmons
Sept 8	Managing the Customer Experience	Mark – Kiwi Experience Case (will be posted on blackboard) Reading: How to Lead the Customer Experience (in book)
Sept 11	Leadership/Culture	Steve Chapter 15 Lovelock/Umpqua Bank Case
Sept 13,	Service Strategy (redesign)	Mark Chapter 3 Fitzsimmons Case: Jyske Bank Reading: Leader Feargal Quinn
Sept 15	Service Strategy (start up)	Heather Chapter 3 Lovelock/Jet Blue Airlines Case Chapter 4 Fitzsimmons
Sept 18	Service Design – Service Encounter – Integrating Service Systems	Steve Reading TBA
Sept 20	Service Design – Blueprinting	Heather Chapter 4 Fitzsimmons/100 Yen Sushi House Case Chapter 8 Lovelock
Sept 22	Service Design – Statistical Process Control	Heather- Deutsche Allgemeinversicherung
Sept 25	Van City – People (employees)	Mark Chapter 11 Lovelock Readings: 1) Manage your Human Sigma and 2) Creating the Living Brand
Sept 27	Service Failure/Recovery	Steve Chapter 13 Lovelock
Sept 29	Soul of Service	Mark Case: Harrah's Entertainment Inc: Rewarding Our People
Oct 2	Customer Relationship Management Alumni Forum	Mark Chapter 12 Lovelock Edward Jones Readings
Oct 4	Customer Relationship Management	Mark Case: Customer Profitability and Customer Relationship Management at RBC Financial Group
Oct 6	Van City Presentations. Managing Customer Expectations - Research	Mark Chapter 14 Lovelock Case: Roche Diagnostic
Oct 11	Customer as Co-Producer	Heather Fitzsimmons Chapter 7/Shouldice Case
Oct 13	Service Entrepreneurship	Brock Smith
Oct 16	Customer as Co-Producer	Steve
Oct 18	Pricing	Steve Chapter 6 Lovelock

Oct 20	Service Standards Guest Speaker: Sergei Bouslove, Min. of Employment	Heather Bitner Handout
Oct 23	Service Operations – Queue Management	Heather Chapter 13 Fitzsimmons/ Canadian Tire Case
Oct 25	Service Operations – Capacity and Demand	Heather Chapter 12 Fitzsimmons/ Totalline Transport Case
Oct 27	Service Standards Presentations	Heather
Oct 30	Integrated Marketing Communications Guest Speaker: Jill Smilliey, OBMG	Steve Chapters 5 and 10 Lovelock
Nov 1	Branding	Mark Reading: Cultivating Service Brand Equity Case: In and Out Burger
Nov 3	Research	Mark SPSS in Labs
Nov 6	Integrated Marketing Communication Presentations	Steve
Nov 8	Growth strategies Guest Speaker: Paul Monger	Steve
Nov 10	Globalization/Outsourcing	Heather Chapter 17 Fitzsimmons
Nov 14	Site Visit to Pender Island	TBA
Nov 17	Cancelled – Reading Week	
Nov 20	Cordova Bay Presentation	Steve
Nov 22	New Service Development/Franchising	Steve Chapter 4 Lovelock
Nov 24	Guest Speaker	All
Nov 27	Professional Services (panel of speakers)	Steve
Nov 29	Technology (self-service/databases/e-commerce)	Mark
Dec 1	Cordova Bay Presentations	Steve