TEACHING GUIDE - 2026-2027

# Managing Services

UGRA_006294

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| Departments | Dept. of Operations, Innovation & Data Sciences, Operations, Innovation and Technology Management (OITM) |
| Teaching Languages | English |
| ECTS | 4 |
| Teacher responsible | Juan Ignacio Moreu Hasson - juanignacio.moreu@esade.edu |

## Course Goals

At the end of the course, students should:

1) Have an overview of the management of services companies from the definition of its strategy to making it reality by means of the performance measurement systems or scorecards.

2) Understand and apply the conceptual and analytical frameworks to better manage service businesses from its strategy definition to its service delivery.

3) Identify the ways of value creation in the services companies and especially the achievement of the satisfaction and loyalty of the persons of the organizations as foundation of the satisfaction and loyalty of their clients.

4) Recognize the idiosyncrasies of different service settings, thus applying the models and theories on particular service settings.

## Teaching methodology

The methodology includes:

a) MASTER CLASSES - theory sessions.
A selection of the basic slides of each session will be posted one week in advance of each session. Please be aware that not all topics or slides will be necessarily posted, hence attendance is a must. In addition to LECTURES / CLASS DISCUSSION on important concepts, there will be three Case studies.

b) CASES: a case is a rather comprehensive exposition of a real managerial situation describing a set of problems and requiring a plan of action. This method provides a pragmatic framework of the learning process. Its success depends heavily on student preparation before class and active participation in class discussions. The discussion of case studies will follow different

structures (individual presentation, role playing, group debate...) so the individual members of groups should come well prepared.

c) READINGS: a collection of articles and other practical exercises will provide the necessary background for analysis. Having read and prepared them before the session is therefore, compulsory.

d) INDIVIDUAL EXERCISES: as a preparation task for some sessions, there will be some individual exercises, based in the contents of the next sessions. These individual exercises are voluntary.

e) COMPANY PRESENTATIONS: The professors will try to schedule one or two presentations of companies throughout the course, as the best way to see real service management in action.

## Description

### Course contribution to program

The operations function in a business context is responsible for transforming a series of inputs into outputs through processes. Therefore, the central focus of the operations area is process design, management, and improvement.

Manufacturing companies produce tangible products, whereas service companies, by definition, produce intangible outputs. As a result, services cannot be stored, and their consumption occurs simultaneously with their production. In this process, the customer plays an essential role as a co-producer of the service experience.

This course focuses on service companies, primarily studying the development of strategies specifically adapted to service businesses, analyzing processes and performance indicators tailored to them, and identifying the key elements of their design, with special emphasis on quality measurement.

### Short description

Today we live in an economy that is increasingly focused on services in growth and constant innovation. Services in the industrialized countries currently represent more than two-thirds of the gross domestic product and employment.

Moreover, a growing number of manufacturing companies are aware that they can create greater value for their clients and differentiate themselves through services. As a result, issues of operating efficiency and competitiveness are becoming more critical than ever for success in service industries.

In services, the achievement of growth and sustainable profit is closely linked to customer satisfaction and loyalty, which at the same time is based

on the satisfaction and loyalty of those who work in these services.

Service organizations are too specific in their nature, so they demand their own management focus. In this course, we shall develop a series of benchmarks, tools, and concepts required to design and implement operating strategies in services. We will consider both traditional and new approaches for achieving operational competitiveness in the service company, preparing you to make decisions about products, employees, processes, and customers.

The course will examine different service settings in healthcare, financial services, tourism, and professional services among others.

## Bibliography

Sanjeev Bordoloi, James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management. Operations, Strategy, Information Technology., McGraw-Hill Education, ISBN10: 1264098359 | ISBN13: 9781264098354 (Book)

Frances X. Frei, Frances Frei, Anne Morriss, Uncommon Service. How to Win by Putting Customers at the Core of Your Business, Harvard Business Review Press (Book)

## Activities

In-class discussions and debates

Written and/or oral exams
If a student fails the final exam, the final course grade will be equal to the exam mark, and the continuous assessment component (group work, individual assignments, etc.) will not be weighted in the final grade calculation.

Group presentations

Readings

Interaction with visiting guest professionals
COMPANY PRESENTATIONS: The professors will try to schedule one or two presentations of companies throughout the course, as the best way to see real service management in action.

Case study analyses
Three of the most decisive service management cases:
1) Case Study "Delta Airlines"
2) Case Study "Chateauform"
3) Case study "Commerce Bank"

## Content

| # | Topic |
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| 1 | 1) INTRODUCTION TO SERVICES. SERVICE STRATEGY a) Understanding services - Economy and services. - The concept of service. - Typology of services and management challenges. - |

| # | Topic |
|---|---|
| 1 | Servitization. Manufacturing New Business models based in service. b) A model for strategy in services - Strategy design. - Competitive strategies. - Service Package and Service Value Proposition. - The Service Profit Chain. c) Service concept – key Service Value Propositions - 10 positioning map: cost vs differentiation. |
| 2 | 2) SERVICES & INDICATORS a) Performance Measurement Systems - Indicator concept and purposes. - Types of indicators. Key Performance Indicators (KPIs). - Startups indicators. - Introduction to Performance Measurement Systems. - Balanced Scorecard, Strategy Map and Strategic Indicators). - Objectives and Key Results, OKRs. b) Customer Relationship Management (CRM) - Complaints as opportunities for improvement and loyalty. - Service Recovery. - CRM - Customer Relationship Management. |
| 3 | 3) SERVICE DESIGN & IMPLEMENTATION a) Service Design - Internal perspective: Business Process Management - What is Service Design. - Criteria of Service Design- - Concept of Process. Process analysis. - Business Process Management (BPM). Organization by processes. - Business Process Reengineering (BPR) & Process improvement. b) Service Design - External perspective: Managing Customer Experience - Models & tools for service improvement. - Process flow diagrams. Blueprinting. c) Service Quality - Introduction to Quality Management - Service Quality Assessment. - Parasuraman and Berry Model. - Capturing the voice of the customer: design and tools. Questionnaires. - Managing Quality results. d) Key Learnings: 10 conclusions of Managing Services |

## Assessment

| Tool | Assessment tool | Category | Weight % |
|---|---|---|---|
| Written and/or oral exams | FINAL EXAM | Ordinary round | 30.00% |
| In-class analysis and discussion of issues | CASE WRITE-UPS | Ordinary round | 30.00% |
| Individual or team exercises | INDIVIDUAL MINI-EXERCISES | Ordinary round | 20.00% |
| Participation in program activities | CLASS PARTICIPATION | Ordinary round | 20.00% |
| Written and/or oral exams | FINAL EXAM | Retake | 100.00% |

PROGRAMS

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 3 (Optative)
- BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 4 (Optative)
- BBA23 Year 3 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 3 (Optative)
- BBA25 Year 1 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD20 Year 5 (Optative)

GMC25-Global Manager Certificate (Undergraduates: Business)
- GMC25 Year 1 (Optative)

N90-BI Norwegian Business School (Summer School: Business)
- N90 Year 1 (Optative)