UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management and Strategic Choices

2223-1-F6302N017

Learning objectives

The course aims at providing participants with advanced analytical and managerial tools, with a specific focus on the services sector.

Theoretical lessons and examples are used to transmit knowledge in relation to the main models and management tools, and to develop an understanding of the contexts and the problems to which they can be properly applied. The ability to apply knowledge and understanding is developed through the analysis and subsequent class discussion of business cases.

STRATEGIC ANALYSIS OF SERVICES

The first part aims to recall a selection of fundamental management concepts and models, so as to build an adequate knowledge base for the topics that will follow. The subsequent parts center on services and their different features relative to goods, by focusing on the approach that is required in services analysis and design, and finally by developing the concepts and models that are needed to define competitive strategies in the services sector. Theoretical lessons are combined with cases and incidents discussions.

STRATEGIC MANAGEMENT OF SERVICES

The module explores some specific issues related to the management of services. In particular the module will develop the analysis of positioning and marketing mix choices in the services market, internationalization on global markets and innovation and strategic change strategies. In particular, we will seek to answer the following questions: what are the marketing tools that can be used to build and strengthen the relationship with customers? How do you build sustainable success today? How can we promote and manage innovation in services? How can a service company replicate its success in international markets? How can a service company manage turnaround strategies aimed at bringing it back to a profitable growth path?

Contents

The course “Management and Strategic Choices” is structured in two modules: “Strategic Analysis of Services” and “Strategic Management of Services”.

A balanced and complete approach to managing services’ quality requires a perspective that focuses both on hard and soft services features. Some examples of hard features that directly impact on the customer’s experience are reductions in waiting or delivery time, while soft features are intangible and tacit features such as personnel attitude.

Both aspects have a reciprocal influence, and should therefore be taken into account both in the service package, and in service delivery and management strategies.

Detailed program

STRATEGIC ANALYSIS OF SERVICES

1. Fundamentals of Management

? Models of analysis

? Conditions for business development

? Critical strategic choices and players

2. Services analysis and design

? Design and management of the services process

? Services performance evaluation

3. Competitive strategies in services

? What is strategy

? Environmental analysis (competitive system/segmentation)

? Positioning and competitive choices

STRATEGIC MANAGEMENT OF SERVICES

4. Service process evaluation

5. Market segmentation and positioning

6. Service marketing

? Customers behavior analysis

? Services marketing mix and customer relationship

7. Globalization and international strategies in services

8. Innovation management in services

Prerequisites

Fairly good skills in learning, writing and speaking, together with a general knowledge of economic processes.

Fundamentals of management.

Teaching methods

Lectures, case discussion classes and research paper.

Assessment methods

For attending students the assessment will be structured as follows: written exam on the contents of the first module (35 points), written exam on the contents of the second module (35 points), group project (30).

For non-attending students there will be a written exam on the texts indicated in the course syllabus.

Textbooks and Reading Materials

STRATEGIC ANALYSIS OF SERVICES

Course textbooks will be indicated at the beginning of the course

Reader prepared by course instructors.

STRATEGIC MANAGEMENT OF SERVICES

Course textbooks will be indicated at the beginning of the course

Reader prepared by course instructors.

Sustainable Development Goals

QUALITY EDUCATION | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | RESPONSIBLE CONSUMPTION AND PRODUCTION