UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management and Strategic Choices

2425-1-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

The course consists of 96 hours, of which approximately 50% consisting of frontal lessons (using slides, audio and video) and 50% of interactive teaching (group projects, discussion of case studies, exercises, sessions of design thinking).

Assessment methods

Mode 1 - GROUP PROJECT + EXAM
For students who choose this method, the assessment will be structured as follows: written test on the contents of the first module (35 points), written test on the contents of the second module (35 points), group project (30).

Mode 2 - EXAMINATION ON BASIC TEXTS AND ADDITIONAL TEXTS
The written examination will take place at the regular examination dates and will be based on the lectures and assigned readings (BASIC TEXTS + ADDITIONAL TEXTS - see below). It comprises open questions in which, in addition to models and theories, an analysis of a case or article assigned in the examination (January and February call) or of the cases discussed in the classroom (all other calls) is required.

Textbooks and Reading Materials

C. LOVELOCK, J. WIRTZ, Services Marketing - Human Resources, Technologies, Strategies, Pearson Prentice-Hall, 2007.

Handouts, readings and cases in electronic format available on the e-learning platform.

ADDITIONAL TEXTS (MODE 2)

- D. Cavenago, E.Marafioti, Management e design dei servizi. Strumenti e percorsi di analisi e progettazione innovativa condivisa. ESTE Cultura d’Impresa. 2019 ISSN:978-88-98053-34-6
- I seguenti articoli accessibili tramite le risorse elettroniche della biblioteca di Ateneo:
- Berry L. L. et al. (2006) “Creating new markets through service innovation,” MIT Sloan Management Review, 47, Sloan Management Review Association, pp. 56.
- Bitner M. J. , A. L. Ostrom, and F. N. Morgan (2008) “Service blueprinting: A practical technique for service innovation,” California Management Review, 50, University of California, pp. 66ff.
- Grönroos, Christian (2019)"Reforming public services: does service logic have anything to offer?" Public

Management Review 21, no. 5: 775-788.
- Hodgkinson, Ian R., Claire Hannibal, Byron W. Keating, Rosamund Chester Buxton, and Nicola Bateman (2017) "Toward a public service management: past, present, and future directions." Journal of service management.
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Sustainable Development Goals

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