

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



STRATEGIC MANAGEMENT IN HOSPITALITY

28 MARCH 2006

The Nature of Services:

- The Growing Importance of Services
- Services: What Makes Them Special?
- A Closer Look at Services
- The Role of Service Classifications

Defining the Service Concept:

- Why Do We Need a Service Concept?
- How to Define the Service Concept
- Implementing the Service Concept
- The Service Concept as a Guiding Framework: an Overview of its Main Ingredients
- Why Not All Service Concepts are Alike

Servitization: Or Why Services Management is Relevant for Manufacturing Environments.

- From Goods to Services
- Why Servitization?
- Making the Transition

Relationship Marketing:

- Relationship Marketing: New Words to an Old Tune?
- Linking Customer Satisfaction, Customer Loyalty and Profitability
- Lifetime Value: the Link with Profitability
- How to Increase Customer Satisfaction and Customer Loyalty
- Setting Objectives in Service Marketing

Promoting Services:

- What is so Different about Promoting Services?
- The Basic Building Blocks of Promotion
- Designing a Marketing Communications Strategy for Services
- Drawing up a Promotion Plan

Pricing Services:

- Developing a Framework for Pricing Decisions
- Pricing Objectives
- Pricing Strategies
- How to Increase Customer Satisfaction and Customer Loyalty
- Pricing Structure
- Pricing Levels and Tactics

Customer Satisfaction and Complaint Management:

- Service Quality and Customer Satisfaction
- A Service Satisfaction Framework
- Measuring Customer Satisfaction
- Complaint Management

Service Guarantees and Service-level Agreements:

- Service Guarantees
- Service-level Agreements
- Internal Service Guarantees and Service-level Agreements

The Role of Human Resource Practices in Service Organizations:

- The Nature of Services
- Human Resource Management for Services

Competencies and Service Organizations:

- Designing Competency-based HR Practices
- Linking Customer Satisfaction, Customer Loyalty and Profitability
- Competencies for Service Organizations

Collaboration: Integrating Work and Learning:

- The Benefits of Collaboration in the Workplace
- The Broader Relevance of Collaboration to Services
- The Role of Collaboration in Learning
- Collaboration as the Central Theme
- Establishing Collaborative Relationships

The Role of Empowerment in Service Organizations:

- The Relevance of Empowerment for Service Environments
- Empowerment: the Employee and the Supervisor
- Empowerment: the Organization

Role Stress Among Front-line Employees:

- Relevance of Role Stress for the Service Encounter
- Linking Customer Satisfaction, Customer Loyalty and Profitability
- Role Stress Defined
- Handling Role Stress for Front-line Employees

Service Process Design and Management:

- Process Choice
- Process Design
- Process Monitoring
- Process Evaluation
- Process Re-engineering

Capacity Management:

- Capacity and Capacity Management
- Capacity Planning
- Scheduling Capacity
- Managing the Demand Side
- The Psychology and Managerial Consequences of Waiting

Facilities Management:

- The Nature of Facilities Management in Services
- The Nature of Facilities Management in Services
- Location
- How to Increase Customer Satisfaction and Customer Loyalty
- Designing the Servicescape

IT Developments and their Impact on Services:

- The Network era – Where do we Stand?
- The Impact of IT Developments on Service Encounters
- Action Strategies for the New Media

Performance Measurement Systems in Service Firms:

- Designing Performance Measurement Systems for Services
- Implementing an Integrated Performance Measurement System

Managing Innovation in a Service Environment:

- Innovations as Spiral Processes: the Value-constellation Approach
- Innovation Portfolio Management
- Organizing the Innovation Portfolio: the Make-or-Buy Decision
- The Operational Management of Innovation

Managing Services across National Boundaries:

- Why Internationalize?
- Drivers Towards Internationalization
- Culture and Cultural Differences
- Internationalization Strategies

Defining a Service Strategy:

The Nature of Strategic Management
The Challenges of Strategic Management for Services

Reading List**Main Text:**

Services Management – An Integrated Approach (2nd edition) – B. Van Looy, P. Gemmel & R. Van Dierdonck
(Prentice Hall)