Brigham Young University
Winter Semester 2013 – 2nd Block – MBA 693R-10

Service Analysis and Design

T 3:30-6:15 – 484 TNRB – **begins Tuesday, March 5, 2013**
2/21/2012

Instructor:

Dr. Scott E. Sampson, 660 TNRB, sampsonsclass+byu@gmail.com, cell 722-9222.
Office Hours: Monday & Wednesday, by appointment, office 422-9226
See course website for announcements and updates.

About the course:

It trains students in the fundamental tool of service analysis and design, which is PCN Analysis. Students will study the principles and methods of PCN Analysis and practice applying them in actual service situations. The final exam for the course is the SEAL Certification Exam. One part of becoming SEAL certified is completing the exam at a specified level, as described below.

Course learning objectives:

Be prepared to analyze and improve service operations. This includes…
1. Learn important concepts pertaining to service design and improvement (PCN Analysis).
2. Be able to synthesize and integrate principles that guide effective service design.
3. Be able to explain principles of service design to managers and others.
4. Be able to apply service design principles to real organizations.

Course book:

Essentials of Service Design, Second Edition, by Scott Sampson (2012). (called "ESD book") Available in the BYU bookstore or at Amazon.com.

About SEAL Certification:

To promote the development of the field of service design, I am introducing a Service Analyst (SEAL) Certification program, similar to other certification programs such as Six Sigma (quality management) and CFA (Certified Financial Analyst). These certifications include studying a body of knowledge and passing a certification exam. The body of knowledge for service design is the book, *Essentials of Service Design*.

This course helps students prepare to take the SEAL Exam. The SEAL Exam is approximately 160 multiple-choice questions covering chapter 2-13 of the ESD book. SEAL Certification requires passing the SEAL Exam with score of 90% or higher. Student in this course who do not achieve the 90% level on the certifying exam may re-take the exam at designated times and locations within one year (a proctor fee will apply). Your course grade will be based on the score for taking the exam this semester.

The other component of SEAL certification is completing a SEAL Field Operation that applies the PCN Analysis tools in an actual organization, meeting specific requirements. SEAL Field Operations are not offered this semester, but will be offered in the future.

Note that SEAL Certification is new. At this writing no major employer will have heard of SEAL Certification. Part of the certification initiative will be educating employers about the skills and benefits of hiring people trained in service design.

Course Components

In addition to preparing students to take the SEAL Exam, this is also a for-credit course. There are four components of the semester evaluation, which are described below.

Grade Component	Percent	Relates to objective
A. Class participation and contribution.	25%	#2 (synthesize / integrate)
B. Team application presentation.	25%	#3&#4 (explain/apply)
C. Team PCN Analysis exercises	25%	#4 (apply principles)
D. Final exam	25%	#1 (learn concepts)
Total	100%	

According to Marriott School policy, the target GPA for this course is 3.5. See http://marriottschool.byu.edu/students/classroompolicies

Specifics:

A. Class participation is assessed by student attendance and quality contributions to class discussions (and name cards up). Any student can miss class one session without grade penalty. With instructor permission, you can video Skype into class as long as you identify a classmate with a computer to host your visit.

B. Team application presentations will help the students practice communicating service analysis and design principles to others. The potential for service analysis and design principles to change organizations is largely a function of gaining organizational buy-in and commitment by effectively communicating the concepts to upper management and others.

Teams and chapters will be assigned by the instructor. Presentations will be 15 to 25 minutes, with grade penalty for going outside of that time. Student teams are expected to demonstrate the application of important concepts from the chapter in a compelling way (see Appendix A), and must *not* attempt to cover every concept in the chapter.

Presentations should (1) review select principles from the assigned reading, (2) demonstrate how the principle can be applied in a business situation of interest to the team and the class (different from the examples given in the reading), and (3) summarize managerial insights that come from applying the principles.

At the start of class on the assigned day, the team is to give the instructor printouts of miniature presentation slides **with visible slide numbers**.

You are free to use video, PowerPoint, or demonstrations. No games or class exercises are allowed. Your presentation should be insightful and informative. A key to success is **rehearsing** your presentation sufficiently before the assigned day. It is inevitably a painful experience for both the team and the class to have the first run-through of a presentation be in front of the class. The instructor would be happy to do a free preview of your presentation one week before the presentation day, and will tell things that may be keeping it from earning an "A" grade. Instructions for preparing for a preview are available from the instructor.

It is best, but not essential, that all team members participate in delivering the presentation. Certainly every team member MUST participate in preparing the presentation. The entire team must be at the front of the class at the end of the presentation to answer any questions from the class (not counted in presentation time), with questions particularly being targeted at any who did not participate in delivering the presentation.

C. Team process analysis exercises will allow students to apply course principles to a real business situation chosen by the team. They will be distributed each session before they are due. They are due at the beginning of the subsequent session.

D. Final exam (SEAL Exam) will be available during the regularly scheduled final exam time.

Citizenship

Please don't eat in class, unless you bring some for everyone. Please do not talk or text on your cell phone in class, unless you let everyone talk or text. This course complies with Marriott School classroom policies that are at: http://marriottschool.byu.edu/students/classroompolicies Highlights include:
- Do not cheat and do not allow others to cheat. We must preserve the integrity of BYU.
- If you encounter unlawful sexual harassment or discrimination, please talk to me or contact the campus harassment hotline (367-5689) or the Honor Code Office (422-2847).
- "Each Professor will establish the times when using laptops in class to take notes or work on class projects is allowed…. professionalism."

See the instructor if you have any concerns about classroom policies or class activities.
Finally, do your best – we owe it to the Lord and to the tithe payers who fund BYU operations.

Appendix A: Presentation Evaluation Criteria

In evaluating the team presentations, I will look at three things:
(1) Insightfulness: Did the presentation provide value-adding insights about how to apply important concepts from the reading? (i.e., provide more than just regurgitation)
(2) Presentation quality: Was the presentation interesting, clearly organized, and well rehearsed?
(3) Information quality: Were the information and answers clear and accurate?

Here is a rubric (including two hypothetical response dimensions)…

Dimension	A	A-	B+	B or lower
Insightfulness	Application of reading concepts is compelling, insightful, and impactful.	Application of reading concepts is solid and somewhat insightful.	Application of reading concepts is okay, but not particularly insightful.	Application of reading concepts is confusing.
Presentation quality	Presentation is very interesting, clearly organized, and obviously well rehearsed.	Presentation is sufficiently interesting, moderately organized, and/or possibly rehearsed.	Presentation is marginally interesting, less than organized, and/or probably not rehearsed.	Presentation is uninteresting, unorganized and/or unrehearsed.
Information quality	Information presented is clear as glass, accurate, and to the point.	Information presented is quite understandable and mostly accurate	Information presented is marginally understandable and somewhat accurate.	Information presented is clear as mud and/or inaccurate.
Instructor's emotional response	"Wow, that presentation rocks!"	"Well, that was quite interesting!"	"That was okay, but could have been better."	"Hmmm. Bring in the oxygen."
Typical student response	"That presentation was brilliant. I am enlightened!"	"Okay, that makes sense and clarifies things. Thanks!"	"That pretty much just confirmed what I got from reading."	"I think I know less as a result of the presentation."

I do not post presentation grades, but interested team members can see me after the presentation.

Appendix B: Semester Schedule and Readings
Any necessary changes will be announced in class and posted on the course website.

Date	#	Topic	**Readings** and presentations
T Mar 5	1	Background for Service Design	Ch. 1: Services Designed to Disappoint?
T Mar 12	2	Visualizing Services	Ch. 2: Understanding Services Ch. 3: Creating PCN Diagrams
T Mar 19	3	Service Value and Strategy	Ch. 4: Identifying the Value Proposition Ch. 5: Strategic Process Positioning
T Mar 26	4	Service Management and Quality	Ch. 6: Managing Across the Regions Ch. 7: Measuring and Assuring Quality
T Apr 2	5	Service Labor Management	Ch. 8: Job Design Ch. 9: Managing the Customer Roles
T Apr 9	6	Competing through Service	Ch. 10: Improvement through Lean Services Ch. 11: Servitization and Deservitization
T Apr 16	7	Service Innovation and Networks	Ch. 12: Systematic Service Innovation Ch. 13: Building a Service Value Network
SEAL Final Exam will be at the regularly scheduled final exam time (Wed, Apr 24, 11am-2pm).			