

# Service Operations, a PhD Seminar

To be offered at UNIVERSITÄT ZÜRICH  
September 21 – 24, 2009

**Professor:** Kenneth K. Boyer is a Dean's Distinguished Professor at the Fisher College of Business, Ohio State University. He is the Co-editor in Chief of the Journal of Operations Management and has researched and published extensively on the topic of service operations. Any questions regarding the seminar may be sent to Boyer\_9@fisher.osu.edu.

## SEMINAR OVERVIEW

Service companies constitute the largest and fastest-growing segment of the economies of Switzerland, the European Union and most developed countries. Therefore it is critical to understand the managerial issues and problems unique to designing, producing, marketing and delivering services. This seminar is designed for doctoral students interested in carrying out research on topics related to Service Management. Therefore the course will cover recent and classic literature in the service management domain and is organized as a discussion forum for conceptualization, design and execution of research on these topics. In addition, understanding of best practices in the service sector will be developed by thorough analysis of leading-edge firms and the strategies they have employed to create and maintain competitive advantage.

**EVALUATION:** Your course grade will be determined according to the following breakdown:

Paper reviews	20%
Research Proposal	50%
Class Participation	30%

## Class Participation

Ph.D. seminars represent the ultimate in interactive learning! This means that it is imperative that each student be thoroughly prepared to discuss each paper every week. Students will be assigned the responsibility to review and prepare for presentation specific articles. Each article should be summarized in a 3 page report containing the following information:

- Title, Author and Citation
- Problem description and structure
- Relationship with other research literature
- Research Design
- Conclusion and contributions

Students should provide copies of this summary for each of the other students in the class as well as the professor. In addition to the written report, the student is assigned to present that article to the class. This presentation should be similar to the summary paper, but will also include discussion of the application of the given research technique, topic, model or methodology. Note, that students are expected to understand and be able to perform any calculations associated with a given paper. These presentations should be used as a guide or framework for class discussion – other students will be interacting and adding their own input.

## Research Proposal

Each student is responsible for a 20 page research proposal on a topic of their choice. This proposal should review the relevant literature, propose a research framework and hypotheses to be examined and provide a methodology/approach for conducting this research. The goal is to do the pre-planning phase of developing a paper for publication. This proposal should provide a sufficient foundation for pursuing the project in question and eventually publishing a paper.

#### Paper Ratings

At the beginning of each class, I will pass around a sheet asking students to rate each paper on a scale from 1 to 10, with 1 = horrible waste of paper and words, 5 = acceptable for publication in a research journal, and 10 = a truly seminal and influential piece of work. I will also rate each paper – these ratings are to be done without discussing your score with fellow students. Hopefully, the standard deviation of the scores will decrease as we go through the semester – thus establishing higher levels of inter-rater reliability and confidence in a common knowledge base and set of standards. NOTE: just because a paper has been published, does NOT mean it has to receive a minimum of a 5 – mistakes do happen in the review process.

#### Assignments

I will randomly assign each paper, topic to a student. This will be done as early as possible – I will send a CD with all papers on it to Zurich so that students registered for the class can read and review papers in advance. **It is in the best interests of students to start this process in late August or early September as the course is quite condensed.** You may trade assignments if a fellow student agrees to a trade – but please notify me.

#### SCHEDULE

##### 1. Introduction to Service Management – September 21, 9:00 – 12:00

- R.B. Chase and D.A. Tansik, "The customer contact model for organization design", *Management Science*, 1983, Volume 29 Issue 9, pp. 1037-1050
- Roth A.V. and Menor L.J. (2003), "Insight into Service Operations Management: A Research Agenda", *Production and Operations Management*, 12(2), 145-164.
- Heskett, J. L., T. O. Jones, G. W. Loveman, W. E. Sasser, L. A. Schlesinger, "Putting the Service profit Chain to Work", *Harvard Business Review*, 1994, Vol. 72, 164-174.
- Lovelock C.H. "Classifying services to gain strategic insights", *Journal of Marketing*, 1983, Vol. 47, 9-20.

##### 2. Service Quality, Customer loyalty and Profitability – September 21, 14:00 – 17:00

- Zeithaml, V. A., L. L. Berry, A. Parasuraman, "The Nature and determinants of Customer Expectations of Service", *Journal of the Academy of Marketing Science*, 1993, Vol. 21, No. 1, 1-12.
- Lapre M. and N. Tsikriktsis "Organizational Learning Curves for Customer Dissatisfaction: Heterogeneity across Airlines", *Management Science*, 2006.
- Boyer, K.K. and Hult, GTM, "Customer Behavioral Intentions for Online Purchases: An Examination of Fulfillment Method and Customer Experience Level", *Journal of Operations Management*, Vol. 24, No. 2, pp. 124-147, 2006.

- Yee, RWY, Yeung, ACL and Cheng, TCE, "The Impact of Employee Satisfaction on Quality and Profitability in High-Contact Service Industries", *Journal of Operations Management*, Vol. 26, No. 5, pp. 651-668, 2008.

### **3. Service and Business Performance – September 22, 9:00 – 12:00**

- Tsiriktsis "The impact of operational performance and focus on profitability: Evidence from the US airline industry", *Manufacturing & Service Operations Management*, 2007, Vol. 9, No. 4, pp. 506-517.
- Meuter, ML, Bitner, MJ, Ostrom, AL and Brown, SW, "Choosing Among Alternative Service Delivery Modes: An Investigation of Customer Trial of Self-Service Technologies", *Journal of Marketing*, Vol. 69, No. 2, pp. 61-83, 2005.
- Frances Frei and Ravi Kalakota, "Process Variation as a Determinant of Bank Performance: Evidence from the Retail Banking Study", *Management Science*, 1999, Volume 45 Issue 9, pp. 1210-1220
- Metters, R. and Vargas, V., "A Typology of De-coupling Strategies in Mixed Services", *Journal of Operations Management*, Vol. 18, No. 6, 2000, pp. 663-682.

### **4. Service Design – September 22, 14:00 – 17:00**

- Larry J. Menor, Mohan V. Tatikonda and Scott E. Sampson, "New service development: areas for exploitation and exploration", *Journal of Operations Management*, 2002, Volume 20, Issue 2, pp. 135-157.
- Craig M. Froehle and Aleda V Roth, "A resource-Process Framework of New Service Development", *Production and Operations Management*, Vol. 16, No. 2, 2007, pp. 169-188.
- Vargo, SL and Lusch, RF, "Evolving New Dominant Logic for Marketing", *Journal of Marketing*, Vol. 68, No. 21, pp. 1-17, 2004.
- Rohit Verma and Scott T. Young, "Configurations of low-contact services", *Journal of Operations Management*, 2000, Volume 18, Issue 6, pp. 643-661

### **5. Technology in Services – September 23, 9:00 – 12:00**

- Lorin M. Hitt and Frances X. Frei, "Do Better Customers Utilize Electronic Distribution Channels? The Case of PC Banking", *Management Science*, 2002, Volume 48 Issue 6, pp. 732-748
- Xue M., and Patrick T. Harker, "Customer Efficiency and its impact on E-Business Management", *Journal of Service Research*, 2002, 4 (4), 253-267
- Zeithaml V.A., Parasuraman A. & Malhotra A. (2002), "Service Quality Delivery through Web Sites: A Critical Review of Extant Knowledge", *Journal of the Academy of Marketing Science*, 30(4), 362-375.
- Boyer, KK and Hult, GTM, "Customer Behavior in an Online Ordering Application: A Decision Scoring Model", *Decision Sciences*, Vol. 36, No. 4, 2005, pp. 569-598.

### **6. Healthcare and Other – September 23, 14:00 – 17:00**

- McFadden, K.L., Henagan, S.C. and Gowen, C.R., "The patient safety chain: Transformational leadership's effect on patient safety culture, initiatives, and outcomes", forthcoming, *Journal of Operations Management*, Vol. 27, No. 5, 2009.
- Tucker, A. L. "An Empirical Study of System Improvement by Frontline Employees in Hospital Units." *Manufacturing and Service Operations Management*, 9, no. 4 (fall 2007): 492-505.

- Van Donselaar, K.H., Gaur, V., Van Woensel, T., Broekmeulen, R.A.C.M. and Fransoo, J.C., "Ordering Behavior in Retail Stores and Implications for Automated Replenishment", Working Paper, 2008.
- Bolton, RN, Lemon, KN and Bramlett, MD, "The Effect of Service Experiences over Time on a Supplier's Retention of Business Customers", *Management Science*, Vol. 52, No. 12, pp. 1811-1823, 2006.

#### **7. Operations Management in Grocery Home Delivery – September 24, 9:00 – 12:00**

- Today the class will step away from paper analysis and review and examine things from a more managerial perspective. The topic for discussion will be online ordering of groceries for home delivery. If possible, a guest speaker from Le Shop will be arranged.
- Ocado: An Alternative Way to Bridge the Last Mile in Grocery Home Delivery (CASE)
- Employing Grocery Delivery – Windows.xls and Grocery Delivery – No Windows.xl – these spreadsheets will be used to do an exercise for the vehicle routing and delivery problem to illustrate the operational challenges involved in home delivery

#### **8. Paper Presentations – September 24, 14:00 – 17:00**

- Students will be asked to make a presentation on their planned research papers. These presentations will be 15 – 30 minutes in length depending on the number of students in the class. This is to be a preliminary presentation on a planned research topic.
- The final research paper will not be due until 4-6 weeks after the finish of class. Dr. Boyer will be glad to communicate via email as students develop their final papers.