



Aalto University

TU-E2013

SERVICE OPERATIONS MANAGEMENT

19.1.2022

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LEARNING OBJECTIVES

- The course focuses on the design, analysis, and management of services and service systems and the processes supporting sustainable value creation in service operations.
- The course develops knowledge, methods, and tools for developing and managing services in **digitally** enabled, **networked**, and **value-driven** industries
- Students learn service-based business exchange, service value assessment, transformation challenges, and industry-specific examples of service processes.

KEY THEMES & SCHEDULE

TOPIC	TOPIC FOCUS	EMPIRICAL EXAMPLE	FACILITATOR(S)
1: VALUE CREATION BY SERVICE 17.1 – 30.1	Service value and value creation in industrial services	CASE Konecranes	Pekka Töytäri & Tomas Myntti
2: SERVICE ECONOMY 31.1 – 13.2	Role of services in the economy, main characteristics of service economy, nature and challenges of productivity in services	CASE Healthcare	Paul Lillrank
3: CUSTOMER-CENTRIC SERVICE SYSTEMS 14.2 – 27.2	Customer experience, customer centric service systems, and service design	Design your own in course essay assignment	Mikko Heiskala
4: SERVICE SOLUTIONS 28.2 – 13.3	The efficiency and adaptability of the service delivery through modularization	CASE KONE	Risto Rajala & Ari Virtanen
5: SERVICE ECOSYSTEMS 14.3 – 27.3	From value chains to platforms and ecosystems	Ecosystem design workshop	Esko Hakanen & Pekka Töytäri
6: SERVICE TRANSFORMATION 28.3 – 10.4	The institutional (mindset, beliefs, norms) change relating to the service transformation.	CASE Siemens	Jaakko Siltaloppi & Ilmari Veijola

FROM PRODUCT EXCHANGE
TO SERVICE EXCHANGE



FROM SERVICE QUALITY
TO CUSTOMER EXPERIENCE



FROM EXCHANGE VALUE
TO USE VALUE

FROM DYADIC
TO MULTI-LATERAL
EXCHANGE

MODULES 1 - 6

1st week

Each week:



ARTICLE PRE-READING

Anytime before the review preparation or peer-review

ARTICLE REVIEW PRESENTATION DL DL for uploading is at 23:00 on **Monday**

PEER-REVIEW DL

Article review is made available at 10:00 on **Tuesday** and the DL for peer-review submission is at 23:00 the same day

ONLINE MEETING

Wednesday 10:00 – 12:00 in Zoom, always the same link. We will announce exceptions by notifications

Quiz DL

The weekly Quiz opens at 12:00 on **Wednesday**, and closes at 18:00 same day. Once started, the quiz is open for **20 mins** to complete

2nd week



Same as 1st week

Once in each module:

LEARNING DIARY

Opens when the module opens on Monday, and closes when the next module Wednesday meeting begins

COURSE ESSAY

The essay work can start anytime during the course. The submission DL is 19.4. at 23:00



ASSIGNMENTS AND GRADING

Assignment	Schedule	Share of grading
Article pre-reading	Before (almost) every meeting	
Article review presentation	In groups of 3-4; DL on Monday before Wednesday meetings	10%
Peer-review of article presentation	Individually for each presentation except your own (8 in total); becomes available on Tuesday morning, DL on Tuesday evening before Wednesday meetings	10%
Lecture meetings	Topic content presentation / case presentation / Workshop	
Quizzes	After every Wednesday meeting	15%
Online learning diaries	One for every module (6 in total)	30%
Course essay	19.4.2022	35%



ON COURSE EVALUATION

- Note that we will compile the course grading and evaluation 'outside' MyCourses
- In other words you cannot see your full course grade in MyCourses gradebook



ARTICLE PRE-READING

- You are given pre-reading articles to prepare for the class.
- Usually there is one primary article (for which there will be a submitted video presentation by a student team) and few supporting articles



ARTICLE REVIEW PRESENTATION

- In a group of 3-4 students, your task is to review an article by summarizing and discussing its key concepts and insight provided on industrial service operations (in your own words). You are expected to 1) prepare a presentation with slides and 2) record a 10-15min long video. Each group will review one article.
- DL will be on Mondays 23:00 prior to the Wednesday meetings
- Please form a group by using the "Article review group choice" function in the MyCourses workspace.
- You will do the course essay assignment in the same team



ARTICLE REVIEW PRESENTATION

- In the review, you should focus on the key take-aways from the article and describe the key points people should learn from the paper. In addition, analyze the main contribution of the reviewed article (e.g. concepts, frameworks, propositions, models, theories) or the value provided in the paper for business practitioners in terms of recommendations, guidelines, experiences, best practices or other valuable knowledge.
- An example presentation structure could include
 - What did the article study and why is it important?
 - What did the study find, what were the results?
 - Why the results were important, what new did we learn?
 - Your personal reflection on the study, your opinions?
 - You may also want to add examples of further readings on the topic (optional).
- Your evaluation will be based on the peer-reviews
 - But staff will do a 'check' that reviews are 'in-line' with requirements.

PEER-REVIEW

- You will peer-review the article presentations (except your own)
- On each of the 8 peer-reviews you will get a score from 0-5.
 - This score is calculated by an algorithm that compares how well your assessment of the presentation matches with the assessments of all other students. Better the match, better your score.
 - In other words, doing an objective review of the presentation increases the likelihood of your review matching the reviews of other students.
- Presentations will become available on Tuesday 10:00 am, review DL is 23:00 pm
- If you miss the DL for a peer-review you will get 0p. No extensions, no exceptions.



QUIZZES

- After each meeting you have an opportunity to answer few questions about the 1) pre-reading, 2) lecture content, and 3) the lecture material.
- The quizzes are simple true/false claims and multiple choices



LEARNING DIARIES AND IN-CLASS PARTICIPATION

- During a module, you have until the next module (until the first Wednesday meeting of a module) to write a reflective **learning diary**. The learning diary is written and submitted in MyCourses
- The learning diary is graded based on
 - 1) your in-class participation (2p)
 - 2) summary of the lecture content (2p) combined with your critical reflection of your learning (4p)
 - 3) you can also provide feedback and comments on the module (1p)



COURSE ESSAY

- The final project for this course is an opportunity to apply course concepts to write an essay that integrates the course content of the different modules
- The course essay is written in the same team as the article presentation
- Your submission is evaluated based on:
 - The ‘consistency and coherence’ between the different parts i.e. between your overall description of the restaurant concept, the value proposition, customer journey map, blueprint, analysis of the variability management and production processes etc. These need to be ‘in line’ in relation to each other.
 - How well you apply appropriate concepts and tools from the learning materials in the assignment and demonstrate your understanding of the concepts and tools
- More information and detailed instructions can be found in the *Course Essay* section of the MyCourses workspace.

COURSE COMMUNICATION

- Announcement forum used for all course related information and news by staff
 - If there has been an announcement about something we assume you ‘know about that thing’, like a cancelled lecture, change in some assignment etc.
 - So, follow the announcements
- If you have a question that is related to the course and is not of ‘private’ nature, use the General discussion forum
 - That way we can answer a question that is potentially interesting for all students in one place
- Questions of private/personal nature?
 - Email both Pekka.Toytari and Mikko.Heiskala @aalto.fi
 - **Begin your email title with the course code: TU-E2013**
 - This is not the only course we have...

