



Aalto University

TU-E2013

SERVICE OPERATIONS MANAGEMENT

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FROM PRODUCT EXCHANGE
TO SERVICE EXCHANGE



FROM SERVICE QUALITY
TO CUSTOMER EXPERIENCE



FROM EXCHANGE VALUE
TO USE VALUE

FROM DYADIC
TO MULTI-LATERAL
EXCHANGE

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, responding to the four **change drivers** (services, experience, value, and complex exchange relationships)
- 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	Service value and value creation in industrial services	CASE Konecranes	Pekka Töytäri & Tomas Myntti
2: SERVICE ECONOMY	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	Customer experience, customer centric service systems, and service design	Design your own in course essay assignment	Mikko Heiskala
4: SERVICE SOLUTIONS	The efficiency and adaptability of the service delivery through modularization	CASE KONE (tbc)	Risto Rajala
5: SERVICE ECOSYSTEMS	From value chains to platforms and ecosystems	Ecosystem design workshop	Esko Hakanen & Pekka Töytäri
6: SERVICE TRANSFORMATION	The institutional (mindset, beliefs, norms) change relating to the service transformation.	CASE Siemens	Jaakko Siltaloppi & Ilmari Veijola

MODULES 1 - 6

1st week

Each week:

PREPARATION

Preparation by reading/watching/listening defined learning materia anytime before the Wednesday meeting

ARTICLE REVIEW PRESENTATION DL
ARTICLE DISCUSSANT DL

DL for uploading presentation slides AND discussant summary is before Wednesday lecture

LECTURE

Wednesday 09:30 – 12:00 in TU1. 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 23.4. at 23:55



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%
Article presentation discussion	The article presentation discussion is prepared and conducted by the next group in presentation schedule	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)	35%
Course essay		30%



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 during the course.



ARTICLE PRE-READING

- You are given pre-reading articles / videos / podcasts / assignments to study to prepare for the class.
- Usually there is one primary article (for which there will be an article review presentation at lecture by a student team + followed by discussion with another 'discussant' 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 prepare a presentation with slides. Each group will review one article.
- DL to upload files is before the Wednesday meetings
- Please form a group by using the "Article review group choice" function in the MyCourses workspace.
- You will act as discussant to other team and do the course essay assignment in the same team. One group for all group assignments.



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).

ARTICLE REVIEW DISCUSSANT GROUP

- In a group of 3-4 students, your task is to review the same article as presenting group by summarizing and discussing its key concepts and insight provided on industrial service operations (in your own words).
- Prepare similar discussions points as presenting team.
- The discussion in the meeting will be facilitated by course staff. Discussant group will begin and presenting group will get to respond, and so on.
- You are an discussant – not an opponent.
- DL to upload any files you prepare is before the Wednesday meetings

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
- DL is 18:00 on the day of the lecture



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
- Focus on 1) what was the key content of the module and why, and 2) discuss your personal reflection on the key content (do not repeat in 2 what you already said in 1)
- 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
 - You need to include a page that details the individual contributions of the group members to guide the evaluation (if necessary)
- 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...

