Instructor: Paul P. Maglio  
Senior Manager, Service Systems Research, IBM Almaden Research Center  
Associate Adjunct Professor, Cognitive Science, UC Merced  
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tel: 408-927-2857

Lecture: Monday, 4:30 – 7:15 PM  
Room Kollig 209

Office hrs: By appointment

URL: http://faculty.ucmerced.edu/pmaglio/mgmt150.html

Grades: Four short papers 10 points each  
Four quizzes 5 points each  
Final paper 40 points

Assignments:

Sept 15: One-page paper due: Describe a specific service you use, explaining how it relates to Teboul’s or Fitzsimmons’s definition of service.

Oct 6: One-page paper due: Describe how technology has changed your interaction with three services in the last several years. Are you more or less satisfied with the new service models? Why?

Oct 20: One-page paper due: Propose a possible topic of your final paper. Your final paper must pose a question about service or a question for service science more broadly, and then provide a thoughtful, well-reasoned discussion of the issues related to it. This one-page proposal should briefly describe the question your final paper will address.

Nov 3: One-page paper due: Pick two different types of service organizations in different industries that you frequent often, for example, Bank America (banking) and TGI Friday’s (eating out)---but don’t pick these examples! For each type of service, identify the various factors that you think affect your overall satisfaction with the quality that service provides you.

Dec 8: Final paper due: Maximum length, 10 pages.
Ground Rules and Other Useful Information

**Being in Class**
When you’re in class, be in class. If you have a laptop, use it to take notes or look things up that are related to the class or to the discussion, but please don’t use it for any non-class activities. It’s simple: Pay attention, ask questions, participate.

**Papers**
All papers must be double-spaced with one-inch margins on all sides, and formatted in a legible font (such as Times Roman) with font-size 12. Papers must have a title, and your name must be at the top of all pages. For papers with more than one page, all pages must be numbered and stapled together. All papers must be clearly written (see Strunk and White’s classic, *Elements of Style*), and must be proofread so they contain minimal typos and disfluencies.

**Short Papers: Maximum length, 1-page**
Each of four short, one-page papers is worth 10 points. Details are above.

**Quizzes**
Pop quizzes will be given during four different class periods. Each will consist of several multiple-choice and short-answer questions based on required readings and class lectures. Each will also contain extra credit questions based on optional readings.

**Final Paper: Maximum length, 10-pages**
The final paper must (1) pose a question about service or a question for service science more broadly, and (2) provide a thoughtful, well-reasoned discussion of the issues related to it. All papers must include references to at least five published articles, chapters, or books that are not on the reading list. You can use web sources such as wikipedia, but not only web sources. References must be formatted in a standard style, either following *The Chicago Manual of Style*, the *Publication Manual of the American Psychological Association*, or some other standard.

**Turning in Work; Late or Missing Work**
Papers must be turned in during class, hardcopy only. If you have a problem with this, contact me. Short papers can be turned in late, but points will be deducted. The best any late paper can do is half credit. *The final paper cannot be turned in late*. If you have a problem with this, contact me. Quizzes will be given in class. There will be no make up quizzes. If you have a problem with this, contact me.

**Cheating and Academic Honesty**
Don’t cheat. Like all universities, UC Merced has a formal policy on this: http://studentlife.ucmerced.edu/2.asp?uc=1&lvl2=121&lvl3=121&lvl4=123&contentid=171.

**Office Hours and Contact**
I have no scheduled office hours. But I expect to be on campus most Mondays, so if you’d like talk, contact me to set up a time, preferably by email to *pmaglio at ucmerced.edu*. And please feel free to contact me with any type of issue or question you have about the class. If you send email, please put MGMT 150 or COGS 152 in the subject line or else I may miss it.
What will you learn in this course?

The US economy – and economies of all industrialized nations – are made primarily of service jobs (about 80% of jobs in the US are service jobs), and the gross domestic product comes primarily from service (more than 70% in the US). Experts suggest that these numbers will only increase over time. So chances are that when you get out of school, you are going to be working in a service job or in the service sector.

In this course, you will learn about service. You will learn what service is, why it is different from other sectors and other jobs, and why it is important. You will learn about problems in service, such as measuring performance, increasing quality, and creating innovation. You will learn how some have recently begun to study service from a variety of different perspectives – including social sciences, cognitive science, management, engineering, and others – to address these problems. You will learn how interdisciplinary research might be effective in studying and understanding service. In the end, you will be able to have an informed and intelligent conversation about the nature of service, how to think about measurement in service, and how to increase innovation in service. And you will be (at least a little more) ready for the workforce you are about to enter.

So what is service science, anyway?

Service science is the study of service, which can be broadly defined as actions that one takes on behalf of another (such as washing a car or managing web servers). But there really is no such thing as service science today – there is no single accepted, integrated, interdisciplinary scientific study of the service economy or of service jobs. Service science is more like a movement whose goal is to focus attention on service-related problems. In service science, the basic unit of analysis is the service system, a configuration of people, technologies, and other resources that interact with other service systems to create mutual value. Many systems can be viewed as service systems, including families, cities, and companies, among many others. Just as computer scientists work with formal models of algorithms and computation, someday service scientists will work with formal models of service systems.

More precisely, service is the application of resources (including competences, skills, and knowledge) to make changes that have value for another entity. For instance, in information technology (IT) outsourcing services, a service provider operates the computing infrastructure for a service client. The provider augments the client’s capabilities, taking on responsibility for monthly service-level agreements and year-over-year productivity improvements. The formal representation and modeling of service systems is nascent, largely because of the complexity of modeling people, their knowledge, activities, and intentions. Service system complexity is a function of the number and variety of people, technologies, and organizations linked in the value creation networks, such as professional reputation systems of a single kind of knowledge worker or profession, work systems composed of multiple types of knowledge workers, enterprise systems, industrial systems, national systems, and even the global service system. Knowledge workers depend on their knowledge, tools, and social-organizational networks to solve problems, be productive, continually develop, and generate and capture value. Service science must combine formal models with models of human behavior to understand service systems.
Readings

Books

Teboul, J. (2006). *Service is front stage: Positioning services for value advantage*. Insead Business Press/Palgrave Macmillan. (Available at the UC Merced Bookstore)


Articles (Available through UCMCROPS)


Optional Readings (Available through UCMCROPS)


Syllabus

Sept 8  Lecture 1: Service Science
Reading: Fitzsimmons & Fitzsimmons (2008), Chapters 1 – 2
        Teboul (2006), Chapter 1

Sept 15 Lecture 2: Service Systems
Reading: Chase (1978)
        Spohrer et al (2007)
        Teboul (2006), Chapters 2 – 3
Optional: Alter (2008)
First Assignment Due

Sept 22 Lecture 3: Service Markets
Reading: Fitzsimmons & Fitzsimmons (2008), Chapter 3
        Lovelock & Gummeson (2004)
        Teboul (2006), Chapter 5
Optional: Lovelock (1983)

Sept 29 Lecture 4: Service Design
Reading: Fitzsimmons & Fitzsimmons (2008), Chapter 4
        Glushko & Tabas (2008)
        Sampson & Froehle (2006)
        Teboul (2006), Chapter 4

Oct 6   Lecture 5: Service Quality
Guest: Mark Davis, Bentley College
Reading: Fitzsimmons & Fitzsimmons (2008), Chapters 5 – 7
        Quinn et al (1990)
        Teboul (2006), Chapters 6 – 7

Oct 13 Lecture 6: Service Work I
Guest: Marietta Baba, Michigan State University
Reading: Blomberg (2008)
        Fitzsimmons & Fitzsimmons (2008), Chapters 8 – 10
Second Assignment Due

Oct 20 Lecture 7: Service Supply Chain
Guest: Jim Freeman, IBM Global Services
Reading: Fitzsimmons & Fitzsimmons (2008), Chapter 13
        Teboul (2006), Chapter 8
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<th>Date</th>
<th>Lecture/Assignment</th>
<th>Reading</th>
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<td><strong>Third Assignment Due</strong></td>
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<td>Nov 17</td>
<td>Lecture 11: Service Modeling</td>
<td>Guest: <strong>Jim Spohrer, IBM Research</strong></td>
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<td>Nov 24</td>
<td><strong>No Lecture (Thanksgiving Week)</strong></td>
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<td>Dec 1</td>
<td>Lecture 12: Service Value-Creation</td>
<td>Guest: <strong>Paul Hofmann, SAP Research</strong></td>
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<td>Optional: Miles (2008), Voss &amp; Zomerdijk (2007)</td>
<td><strong>Final Paper Due</strong></td>
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