

Area of study: Services Management

## Services Productivity and Competitive Advantage (SVM05)

### Introduction

In an increasingly competitive environment, managers face dynamic changes and new challenges in the world of services, and they may run the risk of having their attention diverted away from the key factors driving the success of their firms. This module adopts a holistic view, addresses concepts and theory related to several important strategic issues in services, including performance measurement, productivity, innovation and competitive advantage. It also re-emphasises the need for an integrated approach and identifying key challenges for managers who wish to sustain high levels of organisational and individual performance.

#### Target Audience

- Business owners
- Service managers
- Senior executives
- Employees who are involved making strategic decisions

#### Benefits

Upon completion of this module, you will be able to

- discuss different approaches to performance measurement in services
- use the service concept as a framework to design a performance measurement system
- outline the major issues inherent in measuring productivity in services
- discuss the value constellation as a means of understanding service innovation
- explain the concept of competitive advantage, how it can be fostered in service processes and linked to customer value
- identify challenges for managers in contemporary service environments and new service economies
- explain the reasoning behind the integrated approach to services management
- describe the necessary contribution of customers, employees and processes to a sustainable strategy

#### Topics

**Performance Measurement Systems** uses the service concept as a guiding framework for performance measurement, and emphasises that customers, employees and processes are key areas relevant to performance in services.

**Productivity in Services** addresses productivity in services from the organisational perspective, the process perspective and finally, the perspective of the service worker.

**Service Innovation** develops an approach to innovation that involves an iterative, spiral process of change, and outlines the potential issues in pursuing innovation in services.

**Competitive Advantage** includes a discussion of competitive advantage within the overall framework of strategy.

**Challenges in Moving Forward** completes the theory by raising many questions and identifying strategic challenges for contemporary service providers.

#### Duration

Approximately 6 hours over 2 weeks

#### Certificate

Completion certificate awarded by U21Global with the crests of the partner universities