

The top university in the UK for student satisfaction*



The Centre for Service Management

Postgraduate Programmes in:

Generic Service Management (applicable to all service industries)

Automotive Industry Management

Hotels and Tourism Management

Human Resource Management

Call Centre Management

Management Consultancy



www.buckingham.ac.uk

Hunter Street, Buckingham, MK18 1EG. United Kingdom.

Tel: +44 (0) 1280 814080 Fax: +44 (0) 1280 822245 Email: info@buckingham.ac.uk

Buckingham Business School

Excellence through Independence





Why Service Management?

Over 70% of the world's economy is services. The ability to create and deliver reliable customer-centred service is a differentiator for business today. In many industries, profit margins on product sales have shrunk enormously, leading to an increased focus on generating profits through value-added services. Thus, the best firms now *bundle* customer-centred service with a manufactured product and create service centred solutions. Some, like IBM, have moved completely to service and solutions.

Service management as a body of knowledge is still in the early stages of development. Very few universities in the world have responded to the demand for the creation of expertise in this area. The University of Buckingham is among the very few to have established a track-record of success.

How can it help your company?

Customers today are getting more demanding. The organizations that will survive are those that take care of and retain their customers. Service experts from the University and industry will share their experiences and best practices, and engage with your key managers on how they can achieve profitable growth through service. They will learn the effective approach to transform organizations systematically focusing on Customer R3: Retention, Repurchase and Referral.

Student projects / final placements have covered a vast range of industries. Additional to those we specialise in include:

Utilities

Anglian Water, United Utilities, Thames Water

Financial Services

PWC, Abbey National, Prudential, HDFC, HWCA

IT

IBM, NCR, HP

Public Services

Thames Valley Police, Surrey Police, UK Home Office, Seychelles Government, SEEDA, Aylesbury Vale District Council, Canterbury Development Corporation

Logistics & Distribution

Brake Brothers, Cearn & Brown, Geodis

E business

Yahoo, Lightning Source

How can it help you?



Meet alumnus Georg Baur

"I finished the MSc Service Management programme in December 2005 and am now working for Fong's Industries; the Hong Kong headquartered leading manufacturer of textile machinery. Since May 2006 I have been working as a Project Manager for European Operations. We acquired two German and one Swiss company in the last three years and recently went into a joint venture with a British company. One of the German subsidiaries was the company I was consulting for through my MSc Service Management dissertation.

By using the methods I learned at Buckingham, I'm step-by-step opening the minds of my colleagues to the service management ideas and philosophy.

I'm sure that I did the right thing in doing the Service Management Programme. The new ways of thinking and analysing are much needed in the global economy in which we live and work today.

I'm now working as the direct assistant of Mr Bill Fong, CEO for European Operations."

Information

Who to contact

Please feel free to contact any of our staff directly if you have specific enquiries relating to their areas. Their e-mail addresses can be found underneath their profiles. For more general enquiries about Service Management please e-mail the Programme Secretary, Mrs. Debbie Stanbury (debbie.stanbury@buckingham.ac.uk) or telephone her on +44 (0) 1280 820144.

How to apply

You can apply on-line to the University by visiting the website www.buckingham.ac.uk/study/apply. Additionally you can request a prospectus and paper application to be sent directly to you. When you have filled it in just send it back to us. A decision should reach you within 2 weeks of our receiving your application. For any other admissions enquiries please contact: Lyn Hartin (lyn.hartin@buckingham.ac.uk) or telephone: +44 (0) 1280 820236

Entry requirements

Candidates should either

Hold a good honours degree in any business or business related subject such as Business Studies, Economics, Accounting and Finance.

And/or

Be an experienced executive with at least a diploma qualification. Please include a CV with your application describing your experience.

We want to work with your potential, not just your history, so if you feel you can contribute strongly and benefit from this programme please let us know why. We will consider you as the applicant, not just your certificates.

Fees

| | |
|---|---------|
| MSc Service Management (1-Year Programme) | |
| Generic Service Management | |
| Automotive Industry Management | |
| Hotels and Tourism Management | |
| Human Resource Management | |
| Call Centre Management | |
| Management Consultancy | |
| Full Time Per Annum | £11,680 |

| | |
|---|--------|
| MSc Service Management (2-Year Programme) | |
| Generic Service Management | |
| Automotive Industry Management | |
| Hotels and Tourism Management | |
| Human Resource Management | |
| Call Centre Management | |
| Management Consultancy | |
| Part Time Per Annum | £5,840 |

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| MSc Service Management (18-Month Sandwich Programme) | |
| Programme Fee | £13,680 |

Location





Specialisation options

Automotive Industry

Research and industry experience clearly indicate that the quality of after-sales service is the number 1 criteria when purchasing cars, trucks, buses and other heavy vehicles such as fork-lift trucks and off-the-highway vehicles. Our past involvement through research projects with Auto Majors provides the right platform for us to provide specialist inputs in this area. Research includes:

- Pre-purchase decision making process by the buyers of cars.
- Customer and employee evaluation of after sales service at a D-C service centre in Hamburg, Germany.
- Impact of post-purchase service on customer retention and referrals in a Peugeot garage in the UK.
- Improving service quality through enhancement of internal processes in after-sales-service at Jungheinrich, UK.
- An investigation into what an automobile company must do in order to achieve sustainable growth in their after-sales business.
- An investigation into what Volkswagen Financial Services (UK) Limited can do to improve the conversion rate from customers who apply for financial assistance to those who eventually accept the offer of assistance.

Student projects and placements have included: VW, Daimler-Chrysler, Jungheinrich, Peugeot

Hotels & Tourism

Tourism is the largest and fastest growing industry in the world. It has also been a particular area of interest and activity for our specialists at Buckingham.

Areas we have researched and worked on include:

- Impact of the internet on travel agencies in the UK and India.
- Organisational Transformation of Air Seychelles, leading to 90+% referral rates among its customers.
- An eight-year research and consulting engagement with Thomas Cook (India).
- Assessment of passenger loyalty at Lufthansa.
- Impact of cultural differences on how passengers assess service in airlines.
- An examination into re-branding possibilities for a fast-food chain.

Our in-house experience of over 30 years in this area of specialisation combined with industry contacts enables us to provide students with ideal opportunities to build specialist expertise in this area.

Student projects and placements have included: Thomas Cook, Granada, Taj Group of Hotels, Air Seychelles, Lufthansa, Singapore Airlines.

Call Centre Management

Arguably the fastest growing part of the business world, call centres have become a major aspect of service delivery. The fact that many customers complain of poor service from call centres owes more to mismanagement than to anything else. At Buckingham, we have built expertise in this area through research conducted in the west and in the east. In the late 90's Anglian Water was judged the Best UK Call Centre and this was headed by one of our alumni. Results of our recent research were published in The International Journal of Service Industry Management entitled: "Improving Call Centre Agent Performance – a UK-India study based on the agents' perspective". Students who wish to focus on this area will receive specialist inputs from our in-house experts as well as visiting industry leaders.

Management Consultancy

The area of expertise that is most sought after and also lucrative is that of management consulting. In the past, we have provided consulting in several areas of management – assessment and improvement of customer satisfaction, leadership development, organisational transformation, knowledge management, customer engagement in professional service firms, marketing research, conflict resolution, HR Planning and Development. Our alumni are also engaged in management consulting in the UK and abroad. Students wishing to build a career in management consulting are provided with adequate foundation in our programmes to serve as a launching pad.

Student projects/placements have included: Deloitte Touche, Accenture, KPMG, PWC and IBM Global Services.

Human Resource Management

In many service businesses, people are the key for design and delivery of quality service. Our in-house expertise in various aspects of HRM – from traditional areas including recruitment, selection and training to modern approaches to human resources accounting, performance management, psychological contracts and employee motivation – complemented by an impressive array of industry specialists will provide students with a wide scope for specialisation in HRM with particular emphasis on service industries. Some of the research projects carried out by past students are:

- Human Resource planning and development to ensure sustained levels of service quality in Thomas Cook (India).
- The changing psychological contract in Hong Kong – from British days to now.
- A case study on Organisational Transformation at Hutchison Wampoa in India.
- A measurement of employee motivation and its link to performance in VW-UK, Ernst & Young and Accenture.
- Impact of the culture of a global, multi-national firm on employee expectations and motivation in Nigeria.

How can it help you?



Meet David Dangerfield

"For front-line operational managers through to business leaders the principle of putting the customer at the heart of business thinking is fundamental to success. Utility companies are in the business of serving customers and the knowledge of service management gained at the University of Buckingham has proven to be a solid foundation for my future career development. Since graduating I have held a number of operational and service management roles within the UK water utility industry and am now Project Director at Thames Water."



Meet Vinod Mirchandani

"I chose MSc – Service Management at the University of Buckingham because I felt it was the right fit for me – a diverse student body, renowned faculty and stimulating learning environment. Working closely with students from around the world and from different industries has taught me more about team-work, the importance of aligning objectives and clear communication. The course prepared me to face managerial challenges in the 'real' world working for Thomas Cook (India) Ltd, Bank Brussels, Lambert-Dubai (ING Group), ING Baring Private Bank, Mumbai and Hutchison Max Telecom India Limited."



Meet the Faculty

V.S.Mahesh

The founder-Director of Service Management programmes at Buckingham Business School. The MSc Service Management Programme that Mahesh teaches and directs is Europe's first and only generic postgraduate programme in service management.

His major area of interest has been the transformation of large, global firms to becoming service centred, customer focused organisations. His consulting / research assignments have covered organisations such as PWC, KPMG, Citibank, Thomas Cook, Prudential, Air Seychelles, Anglian Water, IBM, NCR, VW, Daimler-Chrysler, Hutch Wampoa, Orange. Among his fifty-odd publications are *Thresholds of Motivation: The Corporation as a Nursery for Human Growth* (McGraw-Hill, 1993) which won the Escorts Book of the Year award and *Improving Call Centre Agent Performance* (International Journal of Service Industry Management, Vol.17 No. 2, 2006). Prior to becoming an academic, Mahesh held top management positions in the corporate world, the last position being Group Vice President (HR) for the Wipro Group of companies in Bombay, India when he was a Director on the board of all Wipro companies including a joint venture with GE.

vs.mahesh@buckingham.ac.uk

John Bicheno

John is Reader in Operations Management at the University of Buckingham and also teaches in Lean Operations at Cardiff Business School. He is the author of several best-selling books including *The New Lean Toolbox* and *Six Sigma and the Quality Toolbox*. He started learning about Lean with Toyota in South Africa in the early 1980's and is still learning. Considered a Guru in his own right, John has been involved with the MSc Service Management programme from Day 1. One of the alumni from Surrey Police, Deputy Superintendent, Sue Lampard said she uses what John taught her so often in her work that she wanted him to run a series of in-company programmes on lean service for her colleagues at the Surrey Police.

picisiebook@btinternet.com

Debarpita Bardhan-Correia

Debarpita was born in Kolkatta, India, and read her undergraduate degree in Physics, Chemistry and Mathematics at St. Joseph's College of Arts & Science, Bangalore.

After graduation, Debarpita worked for The Oberoi Group, which owns and manages international hotels in seven countries. She has worked in high customer contact areas of the hotels in Mumbai, India involved initially with operational issues and then later with the sales and marketing activities of hotels.

She then opted to pursue higher studies at the University of Buckingham and completed her Master's in Service Management with distinction in 2000. Since then she has been involved in several research projects with organisations around the globe in service related improvements.

Deba lectures in Human Resource Management, International HRM, Research Methods for Business and also in Cross Cultural Management. Deba is currently undertaking her Ph.D at Cranfield University.

deba.bardham-correia@buckingham.ac.uk

Visiting Faculty – Gordon Stoddart

Gordon is our HR and Services Marketing Consultant.

He is currently Director of Innergy, a leading consultancy and training firm specialising in exercising potential in individuals, teams and organisations. Having studied world-class service organisations in the US, Gordon graduated with distinction in the MSc in Service Management at the University of Buckingham. He has worked with Mahesh for over 10 years on various projects in the UK and abroad.

In his role as Director of Innergy, Gordon has worked with over 350 recruitment organisations over the last 2 years, running workshops on service management and leadership training on behalf of the REC. Gordon is an accredited assessor of the European Foundation for Quality Management, which benchmarks organisational excellence across Europe. He speaks and writes for the Institute of Directors, Merseyside Special Investment Fund, Recruitment and Employment Federation, and the Centre for Leadership Development.

Previously Gordon was HR Director for Brakes Plc, a FTSE 250 leading European food company, and has also held senior roles in sales and purchasing.

gordon@innergy-uk.com

What will you learn?

- Integrated Service Management Marketing
- Managing People in Services
- Service Operations
- Accounting & Finance for Managers
- Managing People Across Cultures
- Practical Research Methods
- Service Leadership for Organisational Transformation.

The Full-Time Programme: 1 Year

The first phase of the programme (January to June) is delivered through 36 days of seminars, normally delivered in two-day intensive modules, held from Monday morning to Tuesday evening. These classes cover the core subjects listed above. Participants are drawn together from diverse industries, learning from each other, sharing experience and skills.

For those who opt for the **generic route**, opening up career options in diverse industries and functional areas, the next phase is a six-month dissertation normally built around a live, current issue faced by an industry or specific organisation. Past students have worked on issues including: internal / external customer satisfaction, service delivery system design, services auditing, the impact of downsizing and outsourcing on employee motivation and retention, the loyalty chain from shareholders to end consumers, supply chain management, organisational transformation, human resource accounting for employee attrition, human resource planning and development, scenario building for future trends and human motivation for quality performance.

For those who opt for the **specialisation route**, the next phase will focus on one of the five areas of choice: Management Consultancy, Hotels & Tourism, Automotive Industry Management, Call Centre Management or Human Resource Management. A combination of taught classes and intense secondary research will result in an assessed written project in the area of specialisation. The final, three-month phase for the specialisation route will consist of a written dissertation dealing with current issues in the chosen area.

The Part-Time Programme: 2 Years

The programme is delivered mostly through eighteen 2-day intensive residential modules held on Mondays and Tuesdays and spread over 2 years. The first 18-months are scheduled around the core subjects with the final six months dedicated to in-depth project work. Project work features strongly throughout the programme with participants encouraged to test and apply their learning in their own organisations.

The Sandwich Programme: 18 Months

This programme takes a holistic perspective of the organisation, combining HR, Operations and Marketing – set within the financial context, providing an ideal platform for a career take-off. It involves 12 months in the University and 6 months on a work placement in the UK or abroad. It challenges individuals by using action research as part of their projects in order to bring tangible benefits to their organisations.

The first 9 months, January to September, focus on building knowledge in the core subjects, delivered through the intensive modules. This is followed by a 6-month work placement from October to March. The last phase is 3 months back in the University writing a dissertation, backed by the unique course on Service Leadership for Organisational Transformation.