



HvA International Business School
Amsterdam University of Applied Sciences

Business Models and Services in a Digital World

Author(s)	M. Rusthoven
Programme Manager	John Sterk Dean AMSIB
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1. Module overview

This guide gives you an overview of Business Models and Services in a Digital World. More detailed information can be found on the [mijnhva.nl \(https://studiedelen.mijnhva.nl/studiedelen/fbe-6000OLC/1617-1/BMS/Pages/default.aspx\)](https://studiedelen.mijnhva.nl/studiedelen/fbe-6000OLC/1617-1/BMS/Pages/default.aspx)

1.1 Content

The 10 occupations with the largest projected growth between 2008 and 2018 are in the service sector and it will be the main source of employment and output. This module focuses on the complexity and various aspects of services including operations management, customer logic, and human resources. Additionally, this module will cover new strategic approaches to services by discussing innovative disruptive business models. The course combines lectures, readings, presentations as well as working on a research paper.

1.2 Learning goals

#	You can:
1.	Explain driving forces, characteristics and contribution of services to the world economy.
2.	Relate concepts of customer relationship management, complaint handling and service recovery.
3.	Illustrate the importance of human resources in service delivery.
4.	Summarize essential aspects of service design, facility and capacity management.
5.	Analyze main challenges of managing digital business internationally in an organization (including culture and diversity)
6.	Explain main international business and marketplace models and evaluate their effectiveness.

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.

1.3 Coherence with other modules

The course strongly builds on knowledge gained from various disciplines such as marketing, strategic management, and HRM. A focus is made on sales and customer logic within the scope of services. Moreover, a different perspective on business will be given by looking into disruptive models in a digital environment.



1.4 Study materials & recommended further reading

Required study materials:

Study books					
Title	Author(s)	Publisher	Year	Edition	ISBN
Service Operations Management: Improving Service Delivery	Robert Johnston, Graham Clark Michael Shulver	Pearson	2012	4 th	ISBN-10: 027374048 2 • ISBN- 13: 978027374 0483
Articles provided by the lecturer					

*You can purchase it at:

<https://www.vitalsource.com/en-uk/products/service-operations-management-improving-service-robert-johnston-graham-v9780273781219>

Price for one year 30,71 GBP (circa. 36,4 EUR)

1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on the DLWO.

2. Set-up of this module

2.1 Teaching methodology

The course is designed over 12 weeks, each consisting of 3 contact hours. During the inclass sessions the lecturer will present the theory, which you are required to have read beforehand. This will be followed by interactive discussions. You will also work on a group paper and during the consultation session you can ask the lecturer for feedback. You will also deliver a group presentation

2.2 Assignments

Group Report (30% of the total grade)

In a group of maximum 6 students, you will produce one group paper applying theory discussed in class to existing service businesses.

Each group is assigned one service industry and each group selects a multinational or a local service company (subject to approval by the lecturer). Next, each group performs an external (market size, customer analysis, competitors) and an internal analysis (operations, customer relationship management, competencies) for the chosen companies. You are expected to perform both desk and field research and prepare comparative analysis of the same service industry, taking local context into consideration. Based on your research, you fill in the business model canvas for the company. In the



report you discuss and conclude about the service delivery of the chosen company and lastly you come up with recommendations for improvement.

Group presentation (20% of the total grade)

In the second part you will present your group paper and will also elaborate on the new business models in the same service industry and whether those are disruptive for the industry.

You are required to give feedback to the groups who are presenting.

Some of the questions which should be addressed in these presentations are:

- Is the new business really disruptive?
- Is marketplace model good for every industry?
- How do the local conditions impact disruptiveness?

2.3 Exams

Decentral written test (50% of the total grade)

In lecture week 9 a decentral written test will be conducted during the regular class hour.

The lecturer will provide more information in class about the exam set up.

2.4 Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Learning goal(s) #	Lecture week	Weight (%)
1	Individual mid-term test	Written, decentral	1,2,4	9	50%
2	Group paper	Written, decentral	2-4, 7	10	30%
3	Group presentation	Oral, decentral	5, 6	10,11	20%
					100%

2.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.



Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1 • Average grade for the whole module \geq 5.5	No resit needed	N.A.	N.A.
2 • Average grade for the whole module $<$ 5.5	Individual test can be resat decentrally (lecture week 14) Group paper and group presentations cannot be resat in the same semester.		Allocated SEM resit period (will be filled in by O&K)

2.6 General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/ or on the DLWO for this module.
- 2 The assignments will not be graded if the level of English is inadequate. If that is the case, you have to hand in your assignment again in the appointed resit period.



2.7 Lesson plan*

Lecture week 1	Introduction and Frame. Business Models	Intro and guest lecture
Lecture week 2	Nature of Services. The service concept	1,2,3
Lecture week 3	Understanding customers and relationships, managing customer expectations	4,5
Lecture week 4	Designing customer experience, service process and controlling	7,8
Lecture week 5	Consultation and working on the group paper	
Lecture week 6	Managing service resources, group paper consult	10
Lecture week 7	Driving continuous improvement, learning from problems and other operations/consultation group paper	12,13
Lecture week 8	Create and implement strategy, recap on business models	15
Lecture week 9	Decentral exam	DECENTRAL EXAM
Lecture week 10	Group paper due Presentations	GROUP PAPER DUE, PRESENTATIONS
Lecture week 11	SPARE/guest lecture 2	
Lecture week 12	Exam resit to be scheduled decentrally	DECENTRAL RESIT EXAM

*Subject to change



Appendix 1: Relationship with your programme's profile competencies

#	You can:
1.	Explain driving forces, characteristics and contribution of services to the world economy.
2.	Relate concepts of customer relationship management, complaint handling and service recovery.
3.	Illustrate the importance of human resources in service delivery.
4.	Summarize essential aspects of service design, facility and capacity management.
5.	Analyze main challenges of managing digital business internationally in an organization (including culture and diversity)
6.	Explain main international business and marketplace models and evaluate their effectiveness.

LG	IBMS Profile Competencies	Level
1.	I.1 Int. Business Awareness, II.3 Int. Strategic Vision Development	3
2.	III.6 Int. Marketing and Sales Management, II.3 Int. Strategic Vision Development, II.5 Entrepreneurial Management	3
3.	II.3 Int. Strategic Vision Development, III.9 Int. Human Resource Management	3
4.	II.4 Business Processes & Change Management	3
5.	I.1 Int. Business Awareness, II.3 Int. Strategic Vision Development, II.5 Entrepreneurial Management	3
6.	I.1 Int. Business Awareness, II.3 Int. Strategic Vision Development, II.5 Entrepreneurial Management	3



Appendix 2: Assessment model(s)

Research paper assignment				
Criteria	Unacceptable <5.5	Acceptable 5.5 to 6.9	Good 7.0 to 8.5	Excellent 8.6 to 10
Content and organization (60%)	The paper does not meet basic requirements. The position is unclear, unfounded, unidentified. Analysis is inadequate. No application of the reading material. The paper is poorly focused and lacks structural organization.	The paper has adequate argumentation, but analysis is superficial and based solely on news articles. On the low end, insight from the reading material (theory) is poorly applied. On the high end, insights may be applied but superficially. Generally, shows limited application of theory.	The paper is clear, but also provocative and original. Analysis shows depth, draws out the relation between the material discussed in the module (cases, reading/theory). The paper shows insightful conclusions. Good use of theory, although perhaps with mistakes in application.	In addition to good, the paper is highly original and shows creative thinking in approaching the module's material. The answers excel in organization and presentation of ideas, or perhaps address other important issues or implications beyond (but related to) the module material. Excellent application of theory.
Clarity and Mechanics (15%)	Writing is poor and answers contain many errors in spelling, grammar, and/or sentence structure that make following the logic of the answer extremely difficult. Essay does not meet the minimum word or page count.	Frequent errors in writing, e.g. spelling, grammar, sentence structure, which interfere with comprehensibility. Writing does not flow smoothly from point to point; lacks appropriate transitions. The paper exceeds the maximum page amount by +10%.	Some minor errors, but generally well written. Errors do not interfere with legibility or comprehensibility.	Very well written, essentially error free. Writing style is smooth and establishes a sound argument. The reader can easily follow the writer's logic.
References and support (25%)	Includes no references or supporting examples. No bibliography.	Limited use of additional examples or use of irrelevant examples. Draws on limited additional sources beyond the module reading/material.	Incorporates good examples and references from additional and reliable sources beyond the module reading/material.	Uses convincing examples to support arguments and draws on relevant and reliable additional sources.

Presentations				
Criteria	Unacceptable <5.5	Acceptable 5.5 to 6.9	Good 7.0 to 8.5	Excellent 8.6 to 10
Content and preparation (50%)	Not prepared, PPT slides (if required) disorganized and shows little to no understanding of the material. Not presented within time.	Shows adequate understanding of the material and preparation. Slides (if required) are minimally prepared. Argumentation is weak, unconvincing. Not presented within time.	Shows good understanding of the material and preparation. Slides (if required) support the presentation well. Convincing and logically argued viewpoint. Well organized and presented within time.	Shows comprehensive, in-depth understanding of the material and outstanding preparation. Slides (if required) support the presentation well. Position/viewpoint is passionately and enthusiastically argued. Well organized and presented within time limit.
Non-verbal communication (20%)	Unprofessional, uninterested attitude. Speaks unclearly, no eye contact.	Professional, interested attitude. May seem nervous, shy or unenthusiastic. Speaks clearly but softly. May be difficult to hear. Some eye contact but looks at screen often.	Professional, interested attitude with some enthusiasm. Speaks clearly and projects voice; has good English pronunciation. Good eye contact but may look at screen occasionally.	Professional, interested and enthusiastic. Holds attention. Speaks clearly and articulately. Very good eye contact with the whole audience.
Question handling / Discussion (30%)	Shows difficulty in answering questions. Acts defensively. No one in the group can answer questions.	May not understand question entirely but tries to answer and defend position. Only a few group members able to answer questions adequately.	Understands question and answers adequately and confidently. Provides additional argumentation and defends position well.	Thorough understanding of questions and makes accurate links to the theory. Interacts with audience and encourages thoughtful debate. Defends position exceptionally well.

Peer Evaluation Form for Group Work (Final Research Paper)

For each person, indicate the extent to which you agree with the statement on the left, using a scale of 1-4 (1=strongly disagree; 2=disagree; 3=agree; 4=strongly agree). Total the numbers in each column.

Evaluation Criteria	Group member:	Group member:	Group member:
Attends group meetings regularly and arrives on time.			
Contributes meaningfully to group discussions.			
Completes group assignments on time.			
Prepares work in a quality manner.			
Demonstrates a cooperative and supportive attitude.			
Contributes significantly to the success of the project.			

Feedback on team dynamics:

1. How effectively did your group work?
2. Were the behaviors of any of your team members particularly valuable or detrimental to the team? Explain.