Valid for 2022-23.HS

Module name: Service Strategy and Innovation	
Module Code	n.MA.RE.SSI.22HS
Module Description	The module focuses on services that support and improve the key activities of an organisation. Services are value-creating processes provided by internal or external organisational units to help employees be more effective. Key areas of focus are Service Strategy, Relationship Management, Service Business Design and Innovation, and Service Ecosystems in B4B4C.
Programme and Specialisation	Master of Science in Real Estate & Facility Management (MSc REFM)
Legal Framework	Academic Regulations for the Master's Programme MSc REFM dated 05.05.2021, Appendix to the Academic Regulations for the Master's Programme on 01.11.2021
Module Category	Module Type: Compulsory
ECTS	5
Organisational Unit	N Institute for Facility Management (IFM)
Module Coordinator	Prof. Dr. Christian Coenen (coen)
Deputy Module Coordinator	Prof. Lukas Windlinger (wind)
Prerequisite Knowledge	Basic knowledge of real estate, facility management, or other building-related area; Basic knowledge of human resources, fundamentals of people management.
Contribution to Programme Learning Goals (Affected by Module)	■ Specialised expertise ■ Methodological skills ■ Interpersonal skills ■ Self-competence
Contribution to Programme Learning Objectives	Specialised expertise ■ Understanding & knowledge of theory & practice-oriented content ■ Application, analysis, and linking of theory & practice-oriented content ■ Evaluation of theory & practice-oriented content Methodological competence ■ Problem solving & critical thinking ■ Scientific methods ■ Working methods, techniques & procedures ■ Information literacy ■ Creativity & innovation Social competence ■ Written communication ■ Oral communication ■ Cooperation in a team & conflict resolution ■ Interculturalism & empathy Self-competence ■ Self-management & self-reflection ■ Ethical & social responsibility ■ Learning & transformation
Module Learning Objectives	Students ■ have a basic understanding of service contracts and the potential challenges that may arise. ■ understand the B4B4C service mindset in a real estate context. ■ understand how important and relevant individual and organisational ambidexterity are in a real estate context. ■ can leverage differing perspectives across different types of customers in a real estate context to build successful relationships with clients. ■ can apply key strategic tools to services. ■ can successfully link operational activities and strategic service management considerations for all stakeholders in the real estate context. ■ can develop innovative service concepts in a real estate context and evaluate them on the basis of relevant criteria. ■ can successfully examine and, if necessary, apply suitable 'good practice' and benchmarking examples from outside the industry to the real estate context. ■ can determine where (self) service technologies are appropriate in a real estate context. ■ understand the importance of service business ecosystems for enduring success in a real estate context. ■ have an overview of current services management research and discourse related to real estate.

Module Content	In the real estate context… ■ Procurement management of real estate and facility services as well as property management ■ Challenges faced (supply and demand, market irregularities, market participants, customer types and role conflicts) when creating contracts: Fundamentals of service contracts ■ Service strategies ■ Provider management in collaborative, outcome-based business relationships ■ Everything as a Service (XaaS) ■ Service operations technology for CX ■ Service innovation & design thinking ■ Service business ecosystem design ■ Systems engineering in real estate and facility management
Links to Other Modules	The content of this module is linked to the following modules: This module is foundational to this degree programme and may have links to all modules.
	Master's Thesis

Methods of Instruction	■ Lecture ■ Interactive instruction ■ Application tasks ■ Case studies ■ Exercises ■ Research-based learning ■ Literature review	**Social Settings Used**

Digital Resources	■ Reader / script ■ Teaching videos ■ Practice and application exercises (with answers) ■ Case studies (with answers) ■ Livestream lectures ■ Laptop with Windows operating system

Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Lecture	52 h	-	
Practical work	-	38 h	
Project work	-	-	
Seminar	-	-	
Total	**52 h**	**38 h**	**60 h**

Performance Assessment (*example*)

End-of-module exam	Form	Length (min.)	Weighting
-	-	-	-
Permitted resources	-	-	

Others	Assessment	Length (min.)	Weighting
Written work	Individual work		70.00 %
Presentation	Group work	30	30.00 %

Classroom Attendance Requirement	Mandatory attendance: none but recommended.
Language of Instruction/Examination	English
Compulsory Reading	See the provided reading list
Recommended Reading	■ Teixeira, Thales (2019): Unlocking the Customer Value Chain – How decoupling drives consumer disruption, Boston. ■ Baars, Jan-Erik (2020): Leading Design: How to build a successful business by design!, Munich. ■ Hogreve, Jens/ Iseke, Anja/Derfuss, Klaus/Eller Tönnjes (2017): The Service–Profit Chain: A Meta-Analytic Test of a Comprehensive Theoretical Framework, Journal of Marketing, Vol. 81, pp. 41–61 ■ Cui, Ying Ying/Coenen, Christian (2016): Relationship value in outsourced FM services: value dimensions and drivers. Facilities, 34 (1/2), pp. 43-68. ■ Heskett, James/Sasser, Earl/Schlesinger, Leonard (2015): What great service leaders know and do, Boston.
Comments	Adjustments to the module or assessments may occur at short notice.