

SERVICE LOGICS AND SERVICE DESIGN INTERTWINE IN THE NEW MANAGEMENT COMPETENCES

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Purpose – Management as a profession is complex. This paper discusses the competence development of managers required in service business focusing on service logics and the emerging discipline of service design. This paper examines the new management competences delineated first, service logics as theoretical stronghold and second, linked with service design competences usually regarded as execution skills. The main argument of the paper is that service logics and service design intertwine in the new management competences. Thus, in order to solidify the theoretical foundation and to have impact on business management, service design approach needs to be anchored to one of the conventional academic business disciplines. The purpose of this paper is to show how these new competences are learned.

Design/Methodology/approach – This descriptive single case study uses a combination of collected data (semi-structured survey), discussions, observation and content analysis to understand deeper, what do the master students in service design expect from their studies, how the students evaluate development of their own competences, and how the expectations of master's degree students and the learning outcome requirements i.e. educational competence development requirements (by EQF) differ.

Findings – This paper advances identified new management competences of service logics and service design. Preliminary findings suggest that the management competence develops during higher education slowly and competence requirements are usually fulfilled only when the master thesis project is accomplished. The findings also indicate that students seem to want to complete the expertise on execution level rather than reaching the managerial levels of development and strategy.

Research limitations/implications (if applicable) – This research uses a single case study method to confirm the existence of the occurrence, detected with long-term teaching experience. While this is our first attempt to study how the new management competences develop, there are some shortcomings: it is a single case study and the number of the responses are limited.

Practical implications (if applicable) – The service logics and service design methods bring customers and user experience into the focus of service development. Future managers need to adopt service-oriented mindset and be capable to utilize service design approach with customers and other stakeholders to improve the service business by sensing, seizing and shaping new business opportunities.

Originality/value – Little attention is paid in literature to the influence of service logics into management competences. The contribution of this paper is to advance the intertwined management competences of service logics as theoretical approach which can be operationalized thru service design approach. The paper increases knowledge of the management education in modern service society.

Key words service logics; service design; higher education; management competences; case study

Paper type – Research paper

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