



**University of International Business and Economics  
International Summer School**

**BUS 250 Business Management in the Service Economy**

**Name: Dr. Edward Verlander**

**Nationality: British**

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**Credit: 2 units**

**Students**

Students must have strong enough English to participate in class discussion. Major in Business Administration, Entrepreneurism, Economics, Consulting, or Management

**Teaching Language**

This course is taught in English.

**Prerequisites**

Basic knowledge of business, micro, macro economics

**Methods of Instruction**

Teaching, cases analysis, and seminar debates on topics between groups of students

**Classroom Capacity**

Up to 40

**Evaluation**

- ✧ Presence and participation 30%
- ✧ Open Book Final Examination 70%

**About the Instructor**

Associate Professor of Organization and Leadership at Columbia University, NY  
Managing Partner, Verlander, Wang & Co., LLC, Education-Management, Consultants, NY  
Consultant at Harbridge House/PwC and at Goldman Sachs, NY  
Director of Management Education at SCM and Lex Electronics Corporations  
Published: The Practice of Professional Consulting, Wiley, 2012  
Guest speaker on consulting in Germany, UK, China, and USA

**Course Description**

The Business Management in the Service Economy course covers the knowledge and skills needed to successfully start, launch and build a service business. Specific skills and management procedures are covered that can be used in any kind of service company (e.g., retail shops, travel companies, financial firms, and entertainment companies), from start-ups to established corporations.

Students will learn how consultants work with companies to create service excellence in areas such as: communications skills, group behavior, service organization, business strategy, and human relations.

## Syllabus

### H. CLASS SCHEDULE – July 3 – 14, 2017 Daily Time: TBD Room: TBD

JULY	CLASS TOPICS	READINGS & APPLICATION CASES
3	<b>INTRODUCTION AND MACRO VIEW</b> <ul style="list-style-type: none"> <li>Review the Course</li> <li>Business in the Global / US Economy</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 1: Course Syllabus</b> (All Readings Are Online)</li> <li><b>Reading 2: <i>Small Business Overview, by Hatten</i></b></li> </ul>
3	<b>THE SERVICE INDUSTRY</b> <ul style="list-style-type: none"> <li>Forces Shaping Service Businesses</li> <li>The Four Keys to Business Success &amp; Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Course Framework: Skill to Lead a Service Business</li> <li>Business Strategy Examples</li> </ul>
4	<b>STARTING A SERVICE BUSINESS</b> <ul style="list-style-type: none"> <li>Defining Free Market Capitalism</li> <li>Strategy in Service Businesses</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 3: <i>Building Your Company Vision by Collins, J., Porras, J.</i></b></li> <li>Case Example in the Hotel Industry</li> </ul>
4	<b>BUSINESS SERVICES INNOVATIVE</b> <ul style="list-style-type: none"> <li>What is a “Business Model” Value Change?</li> <li>Creative and Innovative Business Ideas</li> </ul>	<ul style="list-style-type: none"> <li>Innovation Exercise</li> <li>Company Cases</li> </ul>
5	<b>GROWING A SERVICE BUSINESS</b> <ul style="list-style-type: none"> <li>Stages of Business Growth and Development</li> <li>Problems of Growth and B-E Analysis</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 4: <i>Starting a Service Business</i></b></li> <li><b>Reading 5: <i>Evolution &amp; Revolution as Organizations Grow</i> by L. Greiner</b></li> </ul>
5	<b>MANAGING SERVICE STANDARDS</b> <ul style="list-style-type: none"> <li>Service Procedures, Standards and Metrics</li> <li>Improving Service Excellence</li> </ul>	<ul style="list-style-type: none"> <li>Service and People</li> <li>Company Cases</li> <li>Service Etiquette</li> </ul>
6	<b>MANAGING SERVICE EMPLOYEES</b> <ul style="list-style-type: none"> <li>What Leaders Really Do in Business</li> <li>Building Company Loyalty</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 6: <i>Strategies for Employee Retention by Verlander, E., Evans, M.</i></b></li> <li>Psychological Contract – Employees &amp; Customers</li> </ul>
6	<b>HR MANAGEMENT IN A SERVICE BUSINESS</b> <ul style="list-style-type: none"> <li>Orienting &amp; Motivating Employees</li> <li>Motivating Employees Performance</li> </ul>	<ul style="list-style-type: none"> <li>Performance Cycle – Motivation Skills</li> <li>SWA HR Policies</li> </ul>
10	<b>PROBLEM SOLVING SKILLS</b> <ul style="list-style-type: none"> <li>Team Decision Making</li> <li>Contextual and Analytical Skills</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 7: Verlander, <i>Chapter 7, pp. 116 - 127</i></b></li> <li>Teamwork Exercise: Problem Analysis</li> </ul>
10	<b>GROUP PROBLEM SOLVING SKILLS</b> <ul style="list-style-type: none"> <li>Group Dynamics - Problems Solving</li> <li>Skills Team Building</li> </ul>	<ul style="list-style-type: none"> <li>Teamwork Exercise: Scoring and Analysis</li> </ul>
11	<b>INTERPERSONAL SKILLS</b> <ul style="list-style-type: none"> <li>Communications Skills</li> <li>Emotional Intelligence</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 8: Verlander, <i>Chapter 8, pp. 137 - 146</i></b></li> <li>Verbal and Kinesthetic Language</li> <li>Mindfulness</li> </ul>
11	<b>IMPROVING SERVICE EMPLOYEES SKILLS</b> <ul style="list-style-type: none"> <li>Coaching Employees - Interpersonal Skills</li> </ul>	<ul style="list-style-type: none"> <li>Questioning &amp; Active Listening Skills</li> <li>POISE Skills</li> </ul>

	<ul style="list-style-type: none"> <li>Coaching Service Problems</li> </ul>	
12	<b>CUSTOMER RELATIONS MANAGEMENT</b> <ul style="list-style-type: none"> <li>Customers are People</li> <li>Dealing Difficult Customers</li> </ul>	<ul style="list-style-type: none"> <li><b>Reading 9: Verlander, Chapter 1, pp. 3-18</b> <b>The Consulting Industry &amp; Services</b></li> </ul>
12	<b>CONSULTING AS A SERVICE COMPANY</b> <ul style="list-style-type: none"> <li>What Consultants Do -Types of Consulting</li> <li>Thinking Like a Consultant</li> </ul>	<ul style="list-style-type: none"> <li>The Consulting Process and Steps</li> <li>McKinsey Consulting Business</li> <li>Change Management</li> </ul>
13	<b>RUNNING A SUCCESSFUL SERVICE BUSINESS</b> <ul style="list-style-type: none"> <li>Course Summary: Six E's to Lead a Business</li> <li>of the</li> </ul>	
13	<b>FINAL EXAM</b>	<ul style="list-style-type: none"> <li>All lectures, readings and handouts</li> </ul>

### Required Text

No textbook. Students will be assigned nine readings during the course.

### Reference Readings

Small Business, Hatten, T., Houghton Mifflin, 2003  
 Building Your Company Vision, Collins, J. Porras, J HBR, September, 1996  
 Starting a Service Business, Entrepreneur, March, 2015  
 Evolution and Revolution as Organizations Grow, Greiner, L., HBR, 1972  
 Strategies for Employee Retention, Verlander, E., Evans, M., CLMR, 2007  
 Practice of Professional Consulting, Verlander, Wiley, Selected Chapters, 2012