COURSE SYLLABUS

COURSE TITLE:	Management for Luxury Services	COURSE CODE:	MGMT320
PREREQUISITES:		SEMESTER:	FALL 2020
INSTRUCTOR:	Catherine Berasategui	CREDITS:	3
EMAIL:	cathyberasategui@gmail.com	SCHEDULE:	Wednesday 15h30-18h30

COURSE DESCRIPTION:

The world economy is dominated by "Services", which accounts for more than 65 % of global GDP in 2019. Among these 65%, Hospitality, Retail and Transport represent a huge part (more than 50 %). At a time when clients no longer wish to be simply satisfied but "delighted" many luxury brands have made excellence of service a priority.

This course is designed around a global approach to "services" in luxury.

The major objective of these industries is to deliver an outstanding service that goes beyond the expectations of the customer.

This requires careful planning, efficient execution and constant evaluation of the service.

Pedagogical approach

Based on inverted courses model with active, problem based and collaborative learning:

1) To increase the student's ability of self direction materials such as videos, articles, web pages, selected chapters from reference books will be accessible before the course on the platform. Students are expected to read and watch these documents in advance to be discussed in class to raise the problematic
2) An inductive learning approach with case studies
3) A pragmatic teaching based on real examples from the teacher's experience in Luxury Hospitality and Retail in France and abroad. If possible, visits of companies will be organised.
4) The 3 hours course will be divided in several phases, depending on the subject, with one 15mn break.
5) Teacher is expecting students either to send their homework by e mail before the session or sometimes to bring their printed work and give it to the teacher at the beginning of the session
6) Delivery of acquisitions via a Power point presentation, which will be sent to the students after the course via the REP

COURSE OBJECTIVES:

This course gives an overall view on Service Management in Luxury with a specific focus on Hospitality, Retail and Transport (Airlines mainly).

The purpose is to:

- Develop the expertise of the students in Service Management by overviewing the best practice of leading companies such as LV, DIOR, ETIHAD, AIR FRANCE, VIRGIN ATLANTIC, RITZ CARLTON, HARRODS, MANDARIN ORIENTAL, Eleven Madison Park , SHANGRI LA, DISNEY, and APPLE… with case studies and real examples
- Make them explore ways to set service standards to offer the customer a memorable experience.
- Open their mind by research studies to the impact of digital revolution on Service Management.

This course is very clientele and management oriented (not at all software) with a very practical approach: the objective is that students can see real service management tools used on everyday basis in Luxury business and are familiar with them when they integrate a brand.

EXPECTED LEARNING OUTCOMES:

Upon completion of this course students should be able to:

- ✓ **Define** what "Service quality" and "Client Satisfaction" mean
- ✓ **Identify customers' expectations** in Luxury (Hospitality & Retail & Transport) in terms of Service Quality and make an audit with a multicultural approach
- ✓ **Implement a CRM policy** (service process, recruitment, fidelization, training tools, feedback control)
- ✓ **Manage front office teams** in terms of client relationship to deliver service excellence **and measure the level of service** (qualitatively and quantitatively)
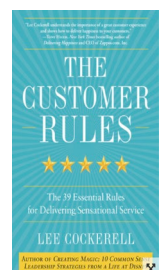
MANDATORY TEXTBOOKS:

The Customer rules: the 39 sensational rules for delivering sensational services
Author: Lee Cockerell   ISBN 978_0_7704_3560_8

Delivering Service: Knock your Socks off
5th edition performance research Associates, Inc
ISBN 13: 978_0_B144_1755_

ADDITIONAL RESOURCES, OPTIONAL

Kapferer on Luxury
Author: Jean Noel Kapferer (edition March 2015) ISBN-13: 978 0749474362

Service Quality Management in Hospitality, Tourism, and Leisure
Authors**:** Conni Mok, Beverley Sparks, Jay Kadampully

Creating Magic: 10 common sense leadership strategies from a life at Disney and Marriott
Author: Lee Cockerell

Last Updated: 23-Apr-18

EVALUATIONS:

The final grade will be determined as follows:

       10% Class Participation and Engagement
       25% Individual & group homework
       30% Midterm exam
       35% Final Exam

Presence in class is mandatory. More than 2 absences will lead to a failing grade.

GRADING RUBRICS:

All evaluations are graded according to the Standard ABS Paris Grading Rubrics available on beecome.

COURSE SCHEDULE:

Dates	Reading/Homework	Session Content
Session 1 16 Sept		Introduction, Objectives, Agenda, Rules, Evaluation, Bibliography Mutual Presentations Service profit chain resume What is luxury for you? What are the main sectors in Luxury? Definition and weight of SERVICES in the worldwide economy (GDP) and specifically in Luxury (key figures)
Session 2 23 Sept	Guidelines for a group presentation (group of 2) later on the course regarding the book to read "the customer rules " 2 videos to watch from Lee Cockerel	**Module 1 Luxury Foundations** The Hand of luxury How Millennials are changing the true nature of Luxury today **Module 2 Service Foundations (beginning)** REP election
Session 3 30 Sept	Activities to prepare at home	**Module 2 Service Foundations (end)** From an expectation to a satisfaction 2 activities by group in class
Session 4 7 Oct		**Module 3 from Perception to Emotion…best practice from various companies Part I:** Ritz Carlton, Mandarin Oriental, Crillon
Session 5 14 Oct	Videos and presentations to prepare by group of 2 following the reading of the book " The Customer Rules " Lee Cockerell	**Module 4 Part I**: **The essential rules for delivering sensational services** Students' presentations of "The 39 rules" from Lee Cockerell 's book
Session 6 21 Oct		**Module 4 Part II: The essential rules for delivering sensational services** Resume of the teacher for the 39 rules and integration of "Knock your socks off" notions. Activities by group in class

		Module 3 from Perception to Emotion…best practice from various companies Part II: Etihad
Session 7 28 Oct	Mid term exam to prepare	*Mid term exam*
Session 8 4 Nov	Once the name of the company has been confirmed, individual research on this company will be required	**Visit of a company (to be confirmed)**
Session 9 18 Nov		**Module 3 from Perception to Emotion…best practice from various companies Part III:** Virgin **Module 5 How to measure and improve a quality of service Part I** Quantitative Measures: TQM & SERVQAL
Session 10 2 Dec		**Module 5 How to measure and improve a quality of service Part II** Qualitative Measures: Mystery Visits in Hotels and Restaurants and Mystery shoppers in Stores and Airline**s** real business cases based on teacher's experience & documents
Session 11 9 Dec	Prepare a list of 10 questions for an interview if you had to recruit a candidate for a front desk job in Luxury services …and prepare the answers you would personally give if you were the candidate!	**Module 5 How to measure and improve a quality of service Part II** By recruiting the right staff **(**mock interviews in class)
Session 12 16 Dec	Final Exam to prepare (from the beginning of the course)	*Final Exam*

The schedule of Final Exams will be confirmed and published by 31 October 2020. The last day of the semester is 18 December 2020. DO NOT PLAN ANY TRAVEL BEFORE THIS DATE AS THERE ARE NO MAKE-UP EXAMS.