



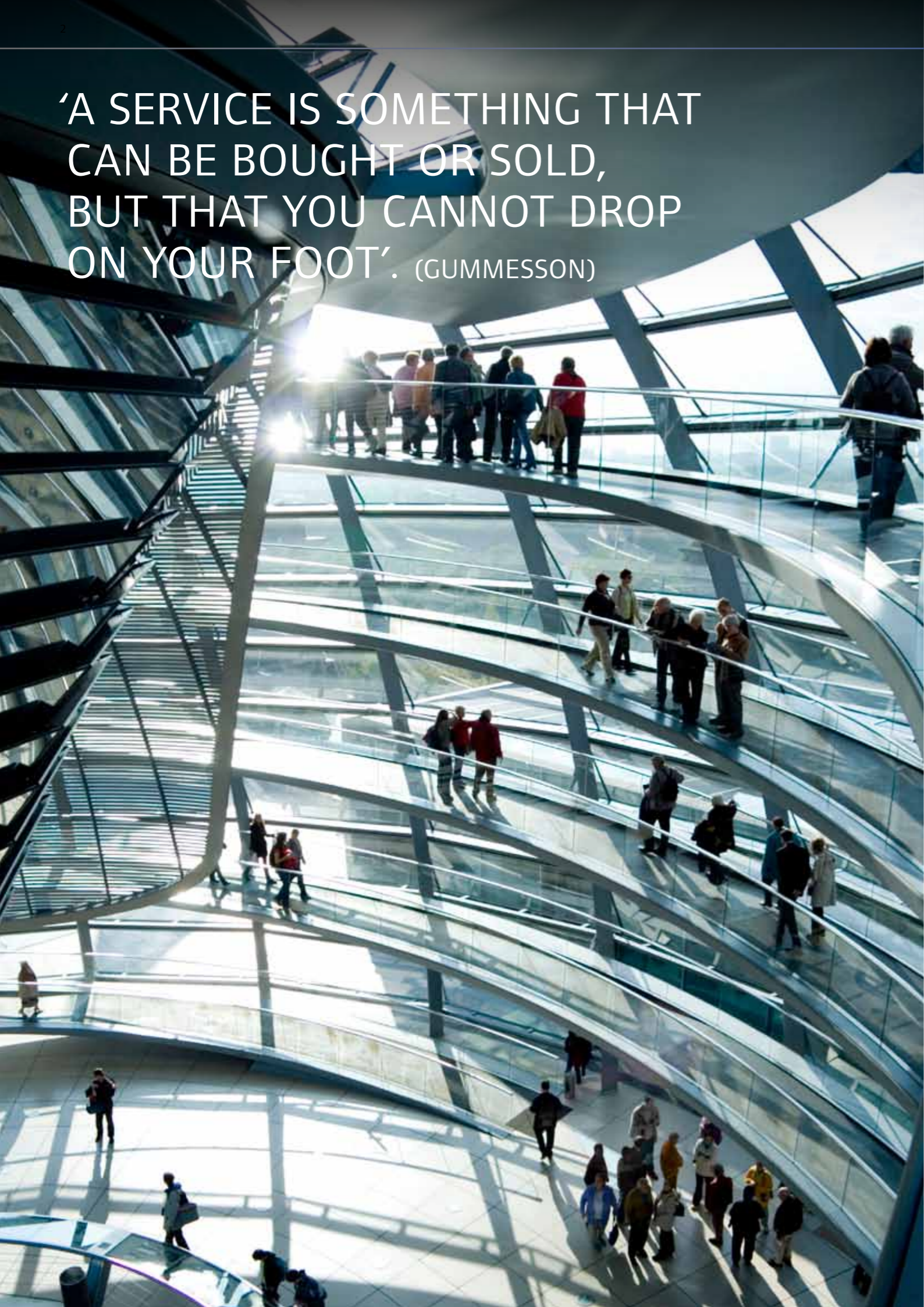
**Stenden**  
university



MASTER PROGRAMME

# INTERNATIONAL SERVICE MANAGEMENT

‘A SERVICE IS SOMETHING THAT CAN BE BOUGHT OR SOLD, BUT THAT YOU CANNOT DROP ON YOUR FOOT’. (GUMMESSON)



Our goal is to prepare effective international managers for leadership responsibilities in a complex multicultural world and a fast changing marketplace.



Stenden university is positioned right in the centre of the world and is open to the whole wide world. The school, our own campus sites abroad, our educational products, the opportunities for our students, and the students themselves are all completely international. Almost 10,000 students with 60 different nationalities are currently studying at Stenden. We are proud of this and consider it of fundamental importance. An international environment broadens your view and makes it easier to get to know other cultures. This is indispensable for your role as a manager. At Stenden you will be able to further develop yourself as a professional. In addition, you will also be able to cope better in a rapidly changing world.

We hope that we will soon be able to meet you and say: 'Welcome to Stenden university!'

**ROBERT VEENSTRA**  
Stenden university's Chairman of the Executive Board.

# 'I THINK THE GROUP WORK IS A NICE WAY TO ACQUIRE KNOWLEDGE, WHICH COULD BE LATER PUT INTO PRACTICE'.

Zhai Beifang from Qin Huandao, China.



## Service Management: Building your organisation around the customer

### RATIONALE

Service provision is now an integral and vital part of all business activity. It has extended beyond applications such as banking, retailing, hospitality, insurance, and health care. You may count the media, logistics, leisure, tourism and also education amongst the service industries. More than 60% of the European workforce and 80% of the American workforce are now engaged in the service sector. Creating a service orientation is also high on the agenda of the public sector and traditional production industries.

Customer orientation is vital in service management. The main challenge in service management is to build the organisation's structure, strategies, processes, and culture around the customer. Developing service management strategies involves a change of focus from products to customers. Understanding and creating customer expectations, creating employee commitment, and turning the physical environment into an effective 'servicescape' are all elements of effective service management. Cultural differences concerning service provision and quality of life add extra dimensions to international service organisations.

The Master programme in International Service Management is designed to help organisations meet these challenges. It takes an integrated approach to service management, including marketing and communication, human resource management, quality management and the financial and technological aspects of service delivery. The programme takes a broad perspective on service delivery, including aspects of sustainability, intercultural communication and leadership skills.

### OBJECTIVES

As a graduate from the Master programme in International Service Management, you will be able to:

- Introduce innovative service provision and contribute to the continuing success of service organisations;
- Serve as an internal and external consultant, conduct research, and offer advice related to the policies of service companies;
- Apply in-depth knowledge in a specific area of service management;
- Apply appropriate qualitative and quantitative research methods to collect meaningful information to support the decision-making process,
- Demonstrate a well-developed system of personal values;
- Demonstrate a set of effective leadership skills.

### SPECIALISATIONS

The Master of Service Management programme offers the opportunity to specialise in a specific service sector. Specialisations include:

- Hospitality service management  
The international hospitality industry is expanding rapidly. At the same time, there are obvious changes in customer wishes, as well as in the quality demands placed on the core elements of the hospitality industry: lodging and food and beverages. This specialisation teaches students how to develop innovative and profitable new hospitality concepts.
- Retail service management  
Creating consumer experiences is an important trend in developing retail formats and brands. Retailing can itself add or create value linked to the goods sold. This specialisation focuses on the totality of the retail experience – of the creation and use of 'symbolic value' in the retail setting.
- Higher education service management  
Creating a service orientation has become increasingly relevant to higher education. Student satisfaction surveys, educational quality systems, and the development of the life-long learning market create challenges for higher education. This specialisation enables students to make their educational programmes more customer oriented, without making concessions to the quality of the content.

### CAREER PERSPECTIVE

The service industry comprises a variety of sectors, from hospitality, retail and financial services to (para)medical institutions, schools and other public organisations. The Master of International Service Management prepares our graduates for a broad range of career opportunities. Our graduates perform successfully as:

- Management consultant for service organisations;
- Quality manager;
- Lecturer and trainer;
- Marketing consultant.



‘WHAT I LIKE ABOUT THE PROGRAMME IS THE INTERACTION BETWEEN THE STUDENTS AND THE TEACHERS, AS WELL AS THE FACT THAT IT IS APPLICATION-ORIENTED’.

Anand Mishra from Pune, India

## Programme overview

### PRINCIPLES OF SERVICE MANAGEMENT

This introductory module provides a sound overview of the main theories and concepts in service management. It explains the differences between service production and manufacturing and, in particular, the fact that services are, by definition, co-produced by customers and employees. The consequences for marketing, design and operations and human resource management are discussed.

In addition, the module provides methods and tools to enable graduates to systematically analyse and improve potential gaps in the organisation's service orientation.

### MARKET VALUE CREATION

The transition from industrial to service society has brought about fundamental changes in the way organisations create market value.

This module reflects on the broader societal and economic aspects of the emergence of the service society and the experience economy. It focuses on different ways of improving service performance and creating market value while avoiding the pitfalls of an exclusive focus on financial indicators.

### SUSTAINABLE VALUE CREATION

This module addresses issues concerning the service society, quality of life and the role of business in society from the perspective of sustainability. It emphasises the interconnectedness of the personal, organisational and societal levels of sustainability. The module also covers aspects of the debate on business ethics, sustainable development, social responsibility, and stakeholder involvement. The aim is to provide insight in the role of sustainability in service organisations, both private and public.

### SERVICE PERFORMANCE IMPROVEMENT

In this module, performance is studied from various view points. The core is translating service concepts into operations: a series of models and quantitative tools is used to analyse service operations. Apart from the operations, performance needs to be monitored. The module studies the use of performance indicators, and the strengths and weaknesses of indicator based systems. The effects of performance are studied by learning how to do a financial analysis of a company. Based on all analytical methods discussed, the student will be able to make valuable contributions to improving the performance of service organisations.

### RESEARCH

This module focuses on issues relating to the research process necessary to write a Master's thesis. Attention is given to research philosophy and epistemology, qualitative and quantitative techniques of data collection, analysis, academic reading and writing skills, and the interface between research and strategic decision-making.

The module aims to equip participants with a more critical understanding of the research process and the outcomes of service research studies. A variety of research methods will be critically examined and applied.

### STRATEGIC SERVICE MANAGEMENT

Optimal service performance requires a concerted effort by the people and systems involved to create and deliver a valuable and satisfying experience in an efficient and effective way.

We describe five perspectives, which we call the quintessence of service management:

- perspective (all people involved);
- Technological perspective (efficient and effective systems);
- Operational perspective (to create and deliver, efficient, effective);
- Customer and Marketing perspective (a valuable and satisfying experience);
- Financial perspective (efficient, effective).

The main target is to balance these five perspectives.

Special attention will be given to the potential of electronic services for the improvement of service performance.

### PERSONAL VALUE CREATION

This module explores possible paths for leadership development. This is done encouraging the development of the participant's personal qualities and professional (management) competencies, focusing on the achievement of a higher degree of interpersonal skills (interdependency), self-confidence, initiative and entrepreneurship, and an appropriate attitude to work (independency).

### ELECTIVES

The elective modules provide the opportunity to broaden and deepen the student's knowledge of specific subjects. Electives will be offered depending on the number of prospective participants. The electives include:

- Branding and Concept Development in Retailing;
- Concept Development in Hospitality;
- Project Management;
- Change Management;
- Critical Impacts of Tourism;
- International Research Project.

Programme duration:	1 year full-time or 2 years full-time with internship**
Study workload:	1,680 hours; 1,800 hours, including study trip.

\*\*A limited number of internship placements are available within Stenden university for applicants who wish to combine their studies with relevant work experience. The tuition fees of all students that are accepted for the internship programme will be refunded. Please visit [www.stenden.com](http://www.stenden.com) for details.

'I REALLY LIKE THE PROGRAMME BECAUSE IT ADDS VALUE TO WHAT I ALREADY LEARNED DURING MY PREVIOUS STUDY'.

Martin Boonstra from Ureterp, The Netherlands

## Why choose Stenden university?

Stenden university is a dynamic, top-quality university with campuses within and outside the Netherlands. That, in a nutshell, is the profile of Stenden university. The university currently has approximately 10,000 students from 60 different countries and 800 staff members. The university offers specialised international Associate, Bachelor and Master studies; and commercial services in the areas of service management (hospitality, leisure, small business and retail, office management and management and business studies), primary education (teacher's education), and social management (social work and arts therapies).

Under the heading, 'Global Campus', Stenden university, with campus sites in The Netherlands (Leeuwarden, Emmen, Groningen, Assen, Meppel), South Africa (Port Alfred), Qatar (Doha) and Thailand (Bangkok), is making excellent progress in developing into a university with an international character. Stenden university provides innovative higher education that is relevant and valuable to students and society. Applied research and service form an integral part of the educational concept.

From the perspective of its communal educational vision, Stenden university creates a challenging working environment in which the learning student forms the central focus. Members of staff and students learn from and with each other, accept responsibility, and adopt a critical approach to each other's attitudes, quality levels and performance. Stenden university creates a climate in which members of staff and students project enthusiasm and entrepreneurial spirit. It has technically well-equipped buildings with computer workstations and beamers, and small, medium and large classrooms that provide for an excellent learning environment.

The educational processes at Stenden university are geared towards giving students the maximum possible exposure to their future professional work fields. Gaining practical experience is an important element in the professional training. To that end, the school offers unique practical training facilities. In addition, external guests and companies are also invited to make use of facilities, such as the Stenden university hotel, the Stenden meetingU Conference and Events Office and the Institute Service Management (ISM). Some of the teaching companies are linked to a Stenden institute. The institutes also serve as teaching companies, whereby students can obtain relevant work experience in all departments.

### STENDEN UNIVERSITY IN LEEUWARDEN OFFERS MANY SERVICES TO ITS STUDENTS:

- > School restaurants
- > Grand Café
- > Hairdresser
- > Job agency Randstad
- > ABN AMRO Bank
- > Student Lounge
- > Computing, library and media services
- > The Meeting Centre and Chapel
- > International student support

## Stenden university's School of Graduate Studies (SGS)

### OBJECTIVE

Once you have obtained a bachelor degree at Stenden university or elsewhere, you can continue to study for a Master of Arts (MA) degree at Stenden university. Stenden-SGS offers you a unique opportunity to obtain a BA degree as well as a MA degree in five years (four years BA, one year MA). You will be a specialist in your chosen field, equipped to meet the challenges of the service industries.

### SUBJECTS AND ACTIVITIES

Main features include:

- The entire programme is geared towards the concrete practice of services, policy and planning.
- Relevant theories and practical experience relating to the various fields of service provision are studied and critically analysed.
- Attention is given to the social and cultural aspects of services and related sustainability issues.
- The student will learn to be trained as a leader and a manager in a personalised community.
- All master programmes are internationally oriented and have a common core segment, which is compulsory for all students, and specific segments devoted to the various fields of specialisation. Research projects play an important part of the programme.

### MODERN BUILDINGS WITH STATE-OF-THE-ART FACILITIES

Stenden university is housed in modern buildings and has state-of-the-art teaching facilities. Our open study space with ICT and conference facilities is shaped in the form of an amphitheatre. We also have a special 'Knowledge Boulevard' in the university, a library, a hairdresser, a Grand Café, a bank shop and a job agency.

### EXCELLENT STUDENT SERVICES, STUDY COUNSELLING AND PERSONAL COACHING

Stenden university offers excellent international student support. Also students will be assigned to a personal coach on the first day of their studies. This personal coach guides the student throughout the duration of their study programme. In addition, our information centre and International Office employees assist, help and support our students upon arrival and during their studies.

### A HOME AWAY FROM HOME

Stenden university is a hospitable house for everyone. We want to offer all our students a 'home away from home'. One example of such a 'home away from home' is our student house, Hestia. The house is situated next to the university in Leeuwarden and is a place for social and cultural activities for international students and their Dutch friends. Hestia is owned by Stenden university and is managed by Stenden students. Visit our website: [www.stenden.com](http://www.stenden.com).

### FURNISHED HOUSING

We are able to offer our international students fully furnished accommodation at a number of different locations inside and close to the city centre. Please check [www.stenden.com](http://www.stenden.com) for more information on the housing conditions.

# 'THE PROGRAMME OFFERS INTERNATIONAL MODULES IN ENGLISH AND, UNLIKE MOST OTHER PLACES, THEY LAST ONLY ONE YEAR'.

Nelleke Donders from Arnhem, The Netherlands



## Destination: Leeuwarden, The Netherlands

### THE NETHERLANDS

Situated no more than an hour's flight from London, Paris and Berlin, the Netherlands has been referred to as the 'Gateway to Europe'. The country's open, tolerant culture, its long history of economic stability, and its experience in educating overseas students, have made it a popular destination for visiting students from all over the world. The Netherlands is a multi-ethnic and multicultural society. Thanks to the country's excellent system of education, the population is able to communicate in at least two foreign languages. The Dutch economy is one of the most important economies in Europe. It is no coincidence that the port of Rotterdam is among the largest in the world and that Amsterdam's Schiphol Airport is one of the world's busiest airports. Nearly 6,500 foreign companies operate in the Netherlands, taking advantage of the country's political and economic stability and its strategic location as a true gateway to Europe.

To maintain its key position in Europe, the Netherlands has an excellent system of higher education.

The Dutch government is committed to the internationalisation of higher education. For more information on higher education in the Netherlands, please visit [www.nuffic.nl](http://www.nuffic.nl).

### LEEWARDEN

Stenden university is located in Leeuwarden, the capital of the province of Fryslân in the north of the Netherlands. Situated on the North Sea coast and partly surrounded by the famous Dutch dykes, the Frisian country boasts a wide clear sky and open countryside with a palette of historical towns and small villages. The lovely small islands off its northern coast complement the surprisingly varied landscape. The roots of the Frisian people can be traced back through the whole of North-western Europe and they occupy a unique place in Dutch history. Their passion for freedom and independence is widely known and is still evident in the widespread use of the Frisian language, Frysk, as well as in the modern expressions of Frisian art, literature and music.

The three universities of applied sciences in Leeuwarden offer a variety of courses for more than 20,000 Dutch and international students. The students represent an important segment of the Leeuwarden community of 95,000 inhabitants and thereby have a strong hold on the social, cultural, and economic life of the city. Leeuwarden is a true student town. With its attractive old canals, beautiful 16th-18th century houses, and charming city centre, which features many pubs and outdoor cafes, Leeuwarden has a great deal to offer its student population. Every year, in May, Leeuwarden is host to the student band festival, a free event that is growing increasingly popular with each new iteration. Leeuwarden's Dutch and international students have on several occasions voted the city as the best and most attractive Student City in the Netherlands.

### PUBLISHER

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## Practical information\*

### FOR WHOM:

Future professionals who have the ambition to work on strategic issues in the service industry: consultants, quality managers, marketing professionals.

### ACADEMIC REQUIREMENTS:

Bachelor degree, preferably in Economics, Business Studies of Service Management; students with other Bachelor's degree are evaluated on a case-by-case basis. Work experience in related fields is not required but is recommended; TOEFL score of 550 (paper based), 213 (computer based), or IELTS score of 6.0.

### LANGUAGE:

English

### TUITION FEE:

€ 9,500, excluding literature (ca. € 500) and study trip (ca. € 500). Former Stenden students pay € 8,550 for the 1 year full-time mode.

### PERIOD:

1 year full-time or 2 years full-time with internship\*\*

### STUDY LOAD:

1,680 credit hours; 1,800 credit hours including study trip

### ACCREDITATION & DOUBLE DEGREE:

The 1,680 credit-hour programme (exclusive study trip) is accredited by the Dutch accreditation organisation NVAO and leads to the Stenden degree of (professional) Master in International Service Management.

The 1,800 credit-hour programme (inclusive study trip) is also validated by the London Metropolitan University and leads to an internationally recognised Master of Arts degree in International Service Management.

### INTERNATIONAL STUDY TOUR:

An international study tour forms part of the 1,800-hour programme. The study tour includes industry visits related to a specific topic, active participation in international research seminars and exchanges with students from our partner universities. Previous study tour destinations included London, Brussels and Milan.

For further information on the programme and the application procedure, please contact:

Stenden School of Graduate Studies, tel: +31 (0)58 244 1442, [masters@stenden.com](mailto:masters@stenden.com)

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**Stenden**  
university

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