

Master of Science in Service Leadership and Innovation

College of Applied Science and Technology
Rochester Institute of Technology, New York, USA

PROGRAM OVERVIEW

RIT's executive leader MS degree in service leadership and innovation is a leading-edge program designed to provide graduates with the ability to transform their service organizations. Service is no longer a subset of manufacturing era thinking. Service today is a wholly new thinking system that examines and produces change across the totality of organizational environments and the economy. The global service environment imposes huge responsibility on leadership. Leaders at all levels of the organizations must be capable of:

- Creating and innovating new service ideas, practices, and policies,
- Building and utilizing sophisticated human capital assets wisely,
- Designing, aligning and implementing new strategic focus,
- Building experiences that produce value for the consumer, and
- Producing performance outcomes second to none through overall service leadership.

Executive leader candidates and alumni have noted the following advantages of the program:

- Flexible scheduling.
- Innovative approaches to learning including profound dialog, substantive inquiry, and maximized reflection time.



- Optional learning formats – classroom (most often used), online, and blended.
- An applications oriented research process.
- New service philosophy and ideals.
- Highly qualified and experienced faculty.
- A powerful global network of alumni.

CURRICULUM AND PROGRAM SCHEDULE

The master of science degree in service leadership and innovation is awarded upon the successful completion of an approved graduate program consisting of a minimum of 48 credit hours including a 4 credit major research project.

RIT faculty will offer the program entirely in Dubai. Students will be able to complete a master's degree in 16-18 months through a combination of traditional classroom lectures, and online learning. Class schedules will cater to working professionals, and classes will be offered in the evening and on weekends. Students will have the option of taking the summer quarter in the RIT campus in Rochester, New York.

ADMISSION REQUIREMENTS

Admission to the masters program is granted to qualified applicants who show high potential for success. In evaluating an application, the graduate admissions committee pays careful attention to each individual's undergraduate academic record, resume and personal statement. Pre-requisites for admission include a baccalaureate degree from an accredited college or university with an acceptable grade point average (GPA). In addition, all applicants are required to meet the English language requirement for graduate study at RIT by submitting either a TOEFL or IELTS score.

NOTABLE ALUMNI

- Ginny Clark
VP, Constellation Brands, Inc.
- Sharon Napier
CEO, Partners and Napier
- Ray Linforth
President, Birmingham College, UK
- Joseph Packard
Director, Ortho-Diagnostics
- Dave Martin
Director, Ryerson University Hospital-ity Programs

COURSE DESCRIPTIONS

*The Elements of Service**

Using a systems framework, this course examines the integrative and synergistic nature of service systems and thinking. Students learn to inquire and reflect on current service beliefs, and implement new thoughts and applications about service into their existing organizations. Students will devise new service logics that help them transform their own service organizations.

*Service Performance Metrics**

Metrics (key performance indicators), are more than the quantified artifacts of the strategic goals. Every chosen metric must communicate the meaning of business goals and helps to clarify how strategy is to be implemented. Metrics should be linked to the firm's performance drivers. The goal for the course and the important challenge for the firm is how to implement a system that links vision and mission with strategic goals and performance drivers to arrive at metrics of performance.

*Strategic Process of Service Firms**

Information, knowledge, learning, technology, human capital, financing, and innovation are all critical resources today

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and are used by service organizations to produce meaningful relationships and experiences for the “customers” and align and focus the organization holistically. These key elements are used to describe how the service firm intends to create value for customers and shareholders in tomorrow’s environment. Students will create a strategy from scenarios to transform their service organizations.

Breakthrough Thinking*

The global business environment necessitates the use of insightful, assertive, and distinctly new innovation and creativity processes and methods at all levels within the organization. This course challenges leadership to learn to solve problems and build innovations in more unique ways, to become more creative in their decision-making processes as it pertains to outcomes with profound significance, and to become champions for continuous change within their organizations.

Research Methods

This is an introductory graduate-level survey course on research design and methods. The course provides a broad overview of the principles, practices, and challenges associated with conducting social research in service-related contexts. We examine principles and techniques of research design, sampling, data collection, and analysis used in service industries, including nature of evidence, types of research, defining research questions, sampling techniques, data collection, data analysis, issues concerning human subjects and research ethics, and challenges associated with conducting research in real-world contexts.

Human Capital Strategies

This course examines how to develop a human capital strategy to source, acquire, retain, and engage the best available talent required for current and future success. It examines tools and techniques for human capital planning, sourcing, retention, and development. Students examine benchmark practices in many service organizations to derive effective strategies for their own organizations.

Service System Design and Implementation

Given our evolving beliefs about service, service systems and environments, it is

important to construct new design and implementation models of service systems. This course will prepare students to utilize new beliefs about service systems and environments and construct usable/new service systems for organizations. The course will include the design of service systems, implementation, planning, metrics, technology and innovation and assessment of those systems. A major design project built into the course will insure the student obtains an effective grasp of the need for change, the design parameters, and associated new assessment mechanisms.

Competitive Staffing and Selection

This course examines how to create a large, diverse and qualified pool of applicants that meet an organization’s work force plans and which the organization can quickly tap into should an opening occur. In addition, the course provides a highly effective model for selection to ensure right fit and explores effective strategies to aid engagement and retention of newly hired employees. Students in this course learn to use technology and other tools to improve the quality of hiring and selection process outcomes. They evaluate best practices in staffing and selection and learn to address typical business problems in these areas.

Customer Relationship Management*

The challenges of identifying the customer and understanding what they value drive the refinements of the services we provide. Students will identify the elements of the service system critical to consumers and establish a service platform, which provides those elements. Learners will be able to help their organization manage its interactions with its customers across multiple channels, maximize revenue opportunities, build foundations to increase customer fulfillment, and drive customer trust.

Service Leadership

Benchmarks, best/next practices, and other models provide valuable insight into how successful, innovative, and creative people think and act. This course has three goals: (1) to understand how the best service organizations design, implement, operate, and evaluate their specified purpose; (2) to explore the limiting factors

that derail service organization change; and (3) to insure their capstone research project uses this knowledge to promote their organizations transformations.

Accounting for Decision Makers

An introduction to accounting concepts and the use of accounting information by decision makers. Topics include financial statements; measurement of assets, liabilities, equities, and income; financial statement analysis, cost behavior and measurement; profitability analysis; relevant costs for special decisions; budgeting; and responsibility accounting. Consideration is given to the role of information technology in the development and use of accounting information.

Marketing Concepts

A graduate level introduction to the marketing function, its roles in assessing customer satisfaction, its relationship to finance and manufacturing, and its utilization of quantitative and qualitative management tools. Focus is on the strengths and limitations of using the marketing concept in understanding and resolving end-user concerns in profit and nonprofit environments. The course is structured around the managerially controllable elements of product, price, promotion and distribution, as well as the interrelationships of these elements.

**Please note, the online portion of this course occurs before the course meeting dates.*

APPLICATION & ADMISSION

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