Developments in Service Management Research in USA and Asia with Implications for Sri Lanka

Gamini Gunawardane

Abstract

Early studies of service management and marketing were conducted by North American and European researchers and were published primarily in US operations management and service management and marketing journals. This paper surveys trends in this research, including those by Asian researchers, indicating how service management research has been adapted to service managers' and global business needs. Considering the emphasis placed by, and the potential of, Sri Lanka to provide business and professional services to international firms going global and tourism and hospitality services to international visitors, this paper makes a case for improving service management and research in Sri Lanka and proposes an agenda for the purpose.

Keywords: Managing and Marketing Services, Service Management Research, Service Quality, Effect of Cultural Differences

Introduction

The service sector of a typical economy consists of government services, health care including public health, education, banking and financial services, insurance, entertainment, transportation and distribution, legal services, information and information technology services, construction and repair services,

Dr Gamini Gunawardane, College of Business and Economics, California State University, Fullerton, California, USA

communication including mass media, tourism, leisure and hospitality industry, restaurants, utilities, retail sales, real estate services, and consulting. In the 23 most advanced economies, employment in manufacturing declined from about 28% of the workforce in 1970 to about 18% in 1994 (IMF, 1997). On the other hand, employment in the services sector increased steadily. This growth in the service sector, also known as deindustrialization when applied to industrialized economies, is evident in almost all economies of the world. Among the top postindustrial nations (United States, United Kingdom, Netherlands, Sweden, Canada, Australia, France, Japan, Germany and Italy), the percentage of employment in services in 2005 ranged from 78.6 (United States) to 65.5 (Italy) (Fitzimmons and Fitzimmons, 2008). The service sector in the European Union is reported to be the biggest sector of the economies accounting for nearly 70% of GDP and employment (Pluta-Olearnik, 2011). Even in the recovering U.S. Economy of 2012, the U.S. Labor Department reports that more than 70% of jobs lost in the service sector have returned while the same is true with only 15% jobs in manufacturing (USA Today, 2012). This emergence of a service economy is widely recognized as a natural process for a developing economy to evolve into a developed or post-industrial economy (Qin, 2006; Fitzimmons and Fitzimmons, 2008).

As a whole, the service sector of the world contributes 63% to the nominal GDP (IMF, 2012). In general, the service sector in high income countries contributes a higher percentage (66%) to their GDP while the percentage for middle income countries is 52% and for low-income countries is 35% (World Bank, 1995). Among Asian countries for which data is reported, the contribution to GDP by the service sector is as follows: China 43%, India 56%, Indonesia 39%, Thailand 53% (IMF, 2012). For Sri Lanka, citing CIA World Fact Book, Global Finance (2012) reports this percentage to be 57%. This is consistent with the figure of 59% from the Central Bank (2010) for 2009. The figure for 2005 is 45% (UN Statistics Division, 2008) showing a significant growth in about five years. The recent figure is comparable to that of India. In India, this sector has contributed 69% of the overall average growth in GDP in the last decade (Business Maps of India, 2012). Thus, the service sector forms an important part of the economy of even developing countries

Evolution of Study and Research on Management of Services

Much of the research in service management has been conducted and published by North American and European scholars. The study of management of services as an academic discipline began in the United States in the mid 1980's. Fitzimmons

and Fitzimmons (2008) describe how the Institute of Decision Sciences, a leading academic organization in management decision making, installed a separate track for service management in 1987. Filippini (1997) also confirms that service operations started receiving more attention from operations management scholars in the 1980s. The first journal devoted to service management, the International Journal of Service Industry Management, was started in 1990. The first International Service Research Seminar was also held in 1990. The multi-disciplinary nature of service management, more specifically the integration of operations, marketing and human resources functions of the organization, was soon recognized (Heskett , 1987; Roth and Van Der Velde,1991; Pullman and Moore,1998; Haskever, 2000; Rhee and Mehra, 2003. Service management as a subject in university business curricula was introduced around the same time and some programmes even specialized in the subject awarding majors in the subject (Bitner and Brown, 2006).

Journals publishing articles devoted to service management increased with the arrival of the International Journal of Service Industry management (now Journal of Service Management) in 1992, Managing Service Quality in 1992 and Journal of Service Research in 2000. Demonstrating the multi- disciplinary nature of service management, several marketing journals (Journal of Retailing, Journal of Marketing, Financial Services Marketing, Marketing Health Services) also began devoting space for articles on service management. Finally, industry specific service journals (in finance, health care and e services) also appeared on the scene. It is noteworthy that the pioneering work of Parasuraman et al. (1988; 1991) on dimensions of service quality appeared in marketing journals.

In US business schools, service management is generally considered a sub discipline under the functional area known as Operations Management (OM). Therefore, it is not surprising that research on service management by business school- affiliated researchers was aimed primarily at operations management journals. Several surveys indicate that research on service management issues has increased within the operations management area. Table 1 below summarizes results of three such surveys including one by the present author. It covers articles published in the four leading OM journals of the present time: the Journal of Operations Management (JOM), Production and Operations Management (POM), the International Journal of Operations and Production Management (IJOPM), and Manufacturing and Service Operations Management MSOM). In our study, in the first instance, we read the summaries of each of the 1029 papers published in these four journals for the period 2002-2007. If the summary did not provide sufficient clarity, we read the complete paper. Papers on service

activities in manufacturing companies were included only if there was a significant portion addressing above service issues. Articles on techniques (such as queuing theory and scheduling) were included only if they were related significantly to service operations.

Table 1: Percentage of Articles in OM Journals Focusing on Service Operations Management: 1992-2007 (OM=Operations Management; SOM = Service Operations Management)

	1992-1997 Pannirselvam et al. (1999)	2002-2007 Our Study*
OM journals in study	JOM, POM, IJOPM	JOM, POM, IJOPM
Total OM papers	700	876
Total SOM papers	27	75
Percentage SOM/OM	3.86%	8.56%
Percentage SOM/OM in JOM only	7/136 = 5.15%	31/284 = 10.9%

* Originally published in Gunawardane (2008)

These results indicate that the percentage of SOM articles in the three primary OM journals has increased significantly ($p = 0.000112$; significant at .01 level).

It must be noted that operations management is not the only management discipline that focused on service management issues. As stated earlier, several journals devoted to service management such as the International Journal of Service Industry management (now Journal of Service Management), Managing Service Quality, and Journal of Service Research also arrived in the late 1990s. These three journals published a total of 553 articles during the period 2002-2007 compared to the 75 articles on service management published in operations management journals (Gunawardane, 2008).

Topics of Study and Research in Service Management

There are two approaches to studying topical areas of importance in service management. In the US context, we see first, surveys of service industry managers to identify areas in service management they consider important. These could be the catalyst for research and input for designing service management courses in business schools. The second approach is to survey service management journals to identify areas focused on by researchers.

First, we discuss surveys of service managers to identify activities and issues of importance to managers in service organizations. Gronroos, a foremost authority on SM suggested as far back as in 1991 (Gronroos, 1991) the following areas of importance to service managers: service strategy, organization structure and decision making, human resource management, and focus on customer perception of service quality. Vargas and Manoochehri (1995) studied 37 service firms with 108 service facilities and found that the managers of these firms rated work and manpower scheduling, quality control, forecasting, financial analysis and productivity measurement as the most important, and facility location and facility layout as the least important service management activities. Johnston (1999), an acclaimed expert on service operations management, suggested nine areas as ripe for service management's attention in the 2000s. These were service operations strategy, performance measurement and improvement, complaints and service recovery, people management, service design, the design of internal networks, the service encounter and managing service capacity. Kandampully and Menguc (2000), studying service organizations in New Zealand, proposed three major areas of service manager needs: service quality management, service measurement practices, and service maintenance practices which were subdivided into 34 sub-categories from which the highest ranked by service managers as important were leadership role, service strategy issues, quality and reliability of services, customer attitudes, and employee management issues. Based on a survey of 273 service managers, Verma (2000) presented five areas considered by these managers as posing the greatest challenges to them: maintaining service quality, employee selection, employee training, marketing and communication, and service design and delivery. Wright and Machling (2002) studied fifty four service organizations and concluded that monitoring and measuring quality, forecasting demand, managing customer waiting lines and efficiency in the use of resources (productivity) were the most important service management activities for managers of these organizations while facility location, facilities layout and determining distribution requirements were the least important. Roth and Menor (2003) suggested five areas as important to service managers worthy of further study: broadening service strategy, outsourcing and supplier issues, understanding customer "experience", cross-functional issues with marketing and human resources, and service technologies and e-services. Prajogo (2006) studied the implementation of operations management techniques in 189 Australian service organizations and found that service delivery, customer service and quality control received the highest priority" among service management activities. Facility location, facility layout and job design received the least attention. When asked about the challenges facing them, these service managers listed building service culture, understanding customer needs and

gaining customer loyalty as the greatest challenges. Svenson (2006) suggests for SM research interactive and multi-stage aspects of the service encounter, and interactive process of service quality. Jack et al. (2006) studying call centres suggests four areas important to service call centre managers: scheduling of staff, technology, capacity management and demand management. Information and communication technologies are also emphasized by Chesbrough and Spohrer (2006) and Karmarkar and Apte (2007). Finally, in one of the most recent discussions, Chase and Apte (2007) highlight understanding customer experience, information intensive services, improving service productivity, service design, and globalization issues as areas posing challenges to service managers. We summarize these studies in Table 2.

Table 2: Challenges and Issues Faced by Real World Service Managers

Service strategy	Gronroos (1991). Vargas and Manoochehri (1995). Johnston (1999). Kandampully and Mengue (2000). Roth and Manor (2003)
Service design	Johnston (1999). Verma (2000). Chase and Apte (2007)
Service employee management	Gronroos (1991). Johnston (1999). Kandampully and Mengue (2000). Verma (2000). Roth and Manor (2003)
Service marketing and communication including demand management	Verma (2000). Roth and Manor (2003). Jack et al. (2006).
Customer behavior and expectations in services	Gronroos (1991). Kandampully and Mengue (2000). Roth and Manor (2003). Chase and Apte (2007)
Service quality measurement and improvement	Vargas and Manoochehri (1995). Kandampully and Mengue (2000). Verma (2000). Wright and Machling (2002). Prajogo (2006). Svenson (2006).
Electronic/web services	Roth and Manor (2003)
Information and self-service technologies in services	Roth and Manor (2003). Jack et al. (2006). Chesbrough and Sphorer (2006). Karmarkar and Apte (2007).
Management of complaints and service failures	Johnston (1999). Jack et al. (2006).
Service operations efficiency/ productivity including capacity management	Vargas and Manoochehri (1995). Johnston (1999). Wright and Machling (2002). Prajogo (2006). Svenson (2006). Jack et al. (2006). Chase and Apte (2007)
Global service (outsourcing/marketing) issues	Chase and Apte (2007)
Supplier issues	Roth and Manor (2003)

Next, we turn to research published in service management journals. As the earliest studies on services were conducted by US and European marketing academics and practitioners the focus, not surprisingly, was on service consumer behaviour and service marketing. The key question studied was: What attributes does the consumer look for in a service (called "dimensions of service quality") to evaluate the quality of the service? In the predominant model on this issue, service quality was conceptualized as an overall assessment of service by the customers. In the now well-known "expectations-perceptions model", perceived service quality is believed to be resulting from a comparison between customers' prior expectations about the service and their perceptions after actual experience (Parasuraman et al. 1988; Asubonteng et al., 1996). Besides service outcomes, service quality perceptions were also found to involve evaluation of the service delivery process (Parasuraman et al, 1985; Lehtinen and Lehtinen, 1991). Among other views of service customer perception is the model by Lehtinen and Lehtinen (1991) composed of three dimensions of service quality: physical, interactive and corporate. Physical quality is about the quality of physical products involved in service delivery and consumption. Interactive dimension refers to the interaction between the customers and the service organization employees. Corporate quality is the customer perceived corporate image. The most well accepted dimensions of service quality are the five dimensions conceptualized and tested by Parasuraman et al., (1988). These are Tangibles: Physical facilities, equipment, and appearance of personnel. Reliability: Ability to perform the promised service dependably and accurately. Responsiveness: Willingness to help customers and prompt service. Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence. Empathy: Caring, individualized attention the firm provides for its customers.

The next important issue was: What is the service customers' cognitive process in evaluating these dimensions of service quality and thus the quality of the service itself? The most accepted model of service customer cognitive process is the GAP model (Parasuraman et al., 1985). They conceptualized that service quality is affected by five gaps:

Gap 1: Difference between consumers' expectation and management's perceptions of those expectations, i.e., not knowing what consumers expect.

Gap 2: Difference between management's perceptions of consumer's expectations and service quality specifications, i.e., improper service-quality standards.

Gap 3: Difference between service quality specifications and service actually delivered, i.e., the service performance gap.

Gap 4: Difference between service delivery and the communications to consumers about service delivery, i.e., whether promises match delivery?

Gap 5: Difference between consumer's expectation and perceived service. This gap depends onsize and direction of the four gaps associated with the delivery of service quality on the marketer's side.

Closing or minimizing these gaps was the task of service managers. Almost the entire body of research on service quality has since been devoted to techniques towards achieving this goal. The method of measuring consumer pre-service expectations and post-service perceptions of a service developed by Parasuraman et al. is known as the SERVQUAL method. The SERVQUAL method, (though challenged by other models such as the SERVPERF model of Cronin and Taylor (1992) which includes all the SERVQUAL scale dimensions, but uses only service performance (perception) as a measure of customer perceived service quality instead of the gap between the expectation and perception approach of SERVQUAL), with certain modifications and variations to fit particular industries and situations, has been the most prominent method for measuring service quality in the last two decades. For, a comprehensive review of models explaining the service consumer cognitive process in evaluating service quality in service, see Seth et al. (2005).

Later developments in service research include applications of SERVQUAL model to various industries/situations (citations omitted) such as professional services, public recreation programmes, retail settings, public services, food services, hair salons, information systems, university computer labs, hotels, transport services, banking, hospital services, long-term care, physician services, and outpatient clinics). With the advent of the internet and e-commerce came studies on the quality of e-services (Cox and Dale, 2001; Gounaris et al., 2010). With the expansion of global business, the effect of cultural factors on service quality perceptions has also been studied (Sevenson, 2008; Pilkington and Chai, 2008: Tan, et al., 2010).

Other more recent areas of study and research in service management include:

- The study of internal service operations, called "internal service quality", to ensure quality of service to customers (Jun, 2010; Gunawardane, 2011). The theory is that service quality to external customers can be achieved only by improving internal services.

- Technology Use in Services (Meuter et al., 2000) addressing increasing use of self-service technology in services.

- Globalization of services and global outsourcing of IT and IT enabled services (Palvia and Shaliendra, 2004); Gronroos, 1999).

- Effect of a firm's ability to serve the customer needs and maintain its competitive advantage on customer perception of service quality (Yoo and Park, 2007).

- Service customer complaints and recovery.

- Supply chain management in services.

Table 3 below shows the topics in service research found in a survey conducted by, and reported in, Gunawardane (2008).

Table 3: Classification of Service Management Research by Topic in Service Management 2002-2007

Topic Category	Number of Articles IJOSIM	Number of Articles JSR	Number of Articles MSQ	Total	Percentage
1. Service strategy	21	22	42	85	15.37%
2. Service design	2	3	17	22	3.98%
3. Human resource issues	15	18	15	48	8.68%
4. Marketing, retention and customer relationship management issues	16	17	25	58	10.49%
5. Customer behaviour, expectations and perceptions - in general	25	30	34	89	16.09%
6. Customer behaviour - switching loyalty	3	6	3	12	2.17%
7. Service quality measurement methodology - SERVQUAL and variants; other	7	11	14	32	5.79%
8. Electronic/web services	24	10	23	57	10.31%
9. Technology including IT and SST	11	4	5	20	3.62%
10. Service quality measurement and improvement	10	1	16	27	4.88%
11. Complaints and call centre management, and service failure and recovery	7	16	18	41	7.41%
12. Service operations - efficiency	4	1	9	14	2.53%
13. International/global services	12	2	3	17	3.07%
14. Supplier issues	3	1	0	4	0.72%
15. Miscellaneous	5	8	14	27	4.88%

It is seen that the major focus of service research has been on customer's cognitive processes in evaluating service quality (Customer behavior and expectations in services, Service quality measurement and improvement, and Services marketing and communication).

Service Management Research in Asian Countries

Improving service management in developing countries also started receiving the attention of scholars and service managers in the 1990s. Notable was the influx of studies, mostly applying the theories, concepts and methodologies of work in the western countries, on service management in developing countries. Sevenson (2008), in a study of research published over a six-year period from 2000 to 2005 in five major service management journals, namely International Journal of Service Industry Management (IJSIM), Journal of Services Marketing (JSM), Journal of Service Research (JSR), Managing Service Quality (MSQ), and Service Industries Journal (SIJ), found 290 papers published by authors from institutions in Asia accounting for nearly 12 percent of the total publications in these journals, ranking third after North American and European authors. In another study (Pilkington and Chai, 2008) found that the core themes of service research in IJSIM were focused on service quality and customer satisfaction. In addition, the authors observed a significant increase in contributing authors from Asia (3 percent in 1996-2000 to 14 percent in 2001-2005). They also inferred the growing importance of service research in Asia and an increasing trend of publication as a key performance indicator for Asian universities. Tan, et al. (2010) studied research published in the above five journals during the period 1995-2008 and found 293 articles published by researchers in Asian institutions. The distribution by country was as follows: Taiwan 85, Singapore 52, Hong Kong 43, Korea 32, Israel 26, India 11, China 7, Malaysia 7, UAE 6, and less than 5 by each of Thailand, Japan, Saudi Arabia, Indonesia, Macau, Oman, Vietnam and Philippines. The majority of articles were empirical studies. It must be emphasized that this study covered research published in well recognized international service journals. Asian authors do publish in other western service management and marketing journals. It is also possible that these countries have their own journals that publish work on service management probably in the local language. On the other hand, many of these countries do place importance in their faculty publishing in more reputed international journals.

Researches on services in Asian countries have focused on customer perceptions of service quality in various local settings. SERVQUAL was the main method used in these studies. However, more recent studies indicate an interest

in Asian country potential for outsourced services, potential for medical tourism. Given below are some examples:

- Service quality of a local bank in Vietnam (Chinh and Anh, 2008)

- Customer satisfaction and service quality measurement in Indian call centres (Jaiswal, 2008)

- Customer orientation of service employees in Indian banks (Siddiqi and Sahaf, 2009)

- Customer expectations and management perceptions in Bangladesh healthcare services (Chowdury, 2008)

- Measuring service quality using SERVQUAL in Korea (Lee, 2005)

- Medical tourist industry in India (Oxford Analytica, 2010)

- Services in the hotel industry in India (Roy, 2011)

- Service quality in the public service sector in Malaysia (Agus, et al. 2007).

- E-technology based services in Indonesia (Sutarso and Suharmadi, 2011)

- Service quality in higher education in Malaysia (Abdullah, 2006)

An area of study highly significant in the Sri Lankan context is the effect culture has on marketing and managing services. There is a huge body of research on this subject and we include here only a few. Swanson, et al. (2011) pointed out that, "As service organizations become more globally diverse, understanding the subtle influences of cultural differences becomes increasingly important for building effective customer relationships." Clark et al. (1996) highlighted the issues faced by service providers operating in multiple international markets and introduces the concept of "international services". The underlying concept here is that cultures in different parts of the world differ in certain characteristics (Hofstede, 1991) and that a service provider's awareness of these differences would be very helpful in formulating an effective service strategy for the country of operation. Lin et al. (2007) studied services in China and USA across four industries and found that in the high power distance culture (China) consumers expect the service providers (e.g., a doctor) to dominate decision making while in the individualistic culture (USA) consumers prefer to make their own decisions. Similarly, consumers in collectivism cultures (China) tolerate special treatment of certain customers with "connections". Most importantly, they found that different cultures attribute different weights to service quality dimensions (Reliability, Responsiveness, Empathy, Assurance and Tangibles).

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Implications for Service Management in Sri Lanka

As shown earlier, the Sri Lankan economy has a significant service sector serving the domestic service consumer (Sri Lankans) as well as the foreign companies and visitors utilizing these services. There are several reasons for improving the management of services in Sri Lanka, such as;

- The increasing potential of Sri Lanka in becoming a partner with foreign investors and businesses who seek to expand globally. Such firms need highly efficient financial, communication, information technology and other business services. Sri Lanka will have to upgrade these services to a sophisticated and high value level (Thompson, 2012 - Difficulties encountered by Johns Hopkins Medicine International in expanding its medical and research activities to foreign countries).

- Of particular interest is the potential for increasing Sri Lanka's capability for becoming an attractive country for outsourcing services. The accounting and information processing sectors of the country has already sensed this and have begun formulating strategies.

- For the business as well as tourist visitor, the need to improve sectors of the service industry such as tourism, travel, hotels and other hospitality services, communications, and information systems that directly affect the satisfaction of the individual tourist visitors to Sri Lanka. Dissatisfaction with the quality in these areas of services would lead to Sri Lanka losing its competitive edge to other Asian countries in attracting these customers.

- When serving international customers, it is important for local service firms and their employees to understand how cultural values affect expectations of a service and thus satisfaction. Lin et al. (2007) give examples of how international travellers have different expectations from different airlines and even different expectations and perceptions of service from different airline employees due to their nationalities.

- Research surveys by Davis and Fitchett (2004) show that providing satisfactory service experiences to international consumers is not just a matter of knowing their nationalities and a few common sense attributes of those cultures. They suggest a six typology model for identifying different cultural groups in terms of their service expectations and perceptions.

- The public sector in Sri Lanka provides a huge proportion of services both to local consumers and visitors. The need to make these services more productive and efficient is imperative. This is essential for providing satisfying services to the local consumer and cut down on dissatisfying experiences that would affect the business visitors/firms.

- From an economic development point of view, making the public sector services more productive and efficient would also control the undue expansion of the public sector. This would enable the allocation of resources to expansion of the private sector. Economic growth via expanded private sector economic activities is established policy of the Sri Lankan government. Also, the private sector economic activities depend to a great extent on the services of the public sector. Improving the latter ("cutting red tape") is thus essential.

- The need to make the public sector services more productive and efficient is also needed to enhance local private consumer satisfaction in such services. This usually leads to a desired political result - increased satisfaction and confidence of the consumer-voter of the government in power.

- The need to do the same in private sector services as competition in many areas of services (e.g., internet service providers) has become very intense. Customers now have a wider choice in selecting many types of services. This is already evident in the customer service emphasis in the highly competitive local wireless and internet service provider market.

- The emergence of the purchasing power of the younger generation and their own cultural values has been found to be a significant factor in designing satisfactory services for them. See for example, Kueh and Voon (2007) on service expectations of younger consumers in Malaysia.

- The need to improve transportation, communications, logistics and information services for improving internal firm and inter firm operations. Efficient internal and inter firm operations are essential for the economic development of the country.

Based on these observations, we propose the following strategy for improving service management education and research in Sri Lanka.

- An integrated national policy on improving service quality in the public and private sectors. An indication of the crucial role of the service sector of an economy is found in OECD policies that state, "a well functioning services sector is key to the overall economic performance (of a country ....seizing the new growth opportunities in the service sector (which is the largest sector in many countries including Sri Lanka) will be possible only through a comprehensive strategy based on a policy mix that is suited to each country" (OECD 2004).

- Recognition of the need for research on service management suitable for Sri Lanka. An informal survey of proceedings of management seminars and publications in management journals in Sri Lanka reveals that research on service management, service quality, efficiency of service operations and service consumer satisfaction is sparse. Priority should be given to service research in universities and other institutions of professional and applied learning. A national office of services research may also be useful to provide resources and coordinate research efforts. Both conceptual/theoretic and empirical research must be encouraged.

- Trends in research shown above could be the starting point for research by Sri Lankan researchers. The topics in Table 2 illustrate the topics of current importance in the western world and would be a good starting point for local researchers as businesses and visitors from those regions will be our service customers. Extensive research must be undertaken to learn the cognitive process of local and international service customers in the Sri Lankan context. It would be seen from our earlier discussions that this was the concept studied first and foremost in service research.

- University academics must be encouraged, with suitable incentives, to target Asian and international service management journals and present their work in international gatherings such as the Academy of Management (US). Networking with the global service management education and research community is essential to bring service management in Sri Lanka to a level acceptable to potential global business and industry partners.

- A journal in Sri Lanka dedicated to service research also would provide incentives for academics and other researchers to publish their work. Both conceptual/theoretic and empirical work must be published by this journal.

- Researchers on service management in Sri Lanka should learn from findings given above on the effect of culture on service quality expectations and perception. They must then focus on the cultural values of Sri Lanka as well as international organizations and visitors who utilize services in Sri Lanka in hotels, communications, travel and information sectors. Research should be focused on each sector.

- Incorporating service management courses in university level management curricula. Service management courses are well established in US universities as well as major Asian universities. These courses must be studied by researchers and course designers first and suitably adapted to Sri Lankan needs.

• Wider emphasis on service management education in the private service. These training should borrow proven concepts from the western world but adapt them to the Sri Lankan context.

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