



Course Outline

BH3412 - Services Marketing

Instructor: Ms Patricia Chew.
Email: chewyp@pacific.net.sg

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A. Course Objectives, Expectations & Assessment

The objectives of this module are:

- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.
- To develop an understanding of the ‘state of the art’ service management thinking.
- To promote a customer service-oriented mindset.

Expectations from Participants

- Come to each class well prepared to be able to discuss the required readings and assigned cases in detail. For each case discussion in class, write up your analysis and recommendations beforehand.
- Provide the respective groups with their data/reports by the due date (e.g., service encounter journals, complaint/complement letters,).
- Actively participate in lectures and tutorials as much of the learning will come from discussions during class. Display a name sign in all lectures.
- Give a professional group presentation that is relevant to the lecture topics and interesting for the class.
- Internalise the concepts covered in the course, and be able to creatively use them in an applied context. This course is all about understanding and application to the real world.

Components of Assessment

- | | | |
|--------------------------|---|------|
| • Final Test (open book) | : | 40 % |
| • Group Presentation | : | 35 % |
| • Individual Assignments | : | 15 % |
| • Class Participation | : | 10 % |

B. Time Table

Week 1	Introduction to Services Marketing – Trends & Opportunities
Week 2	Consumer Behaviour – Managing & Understanding the Service Experience
Week 3	Marketing Mix I: Pricing of Services & Revenue Management Marketing Mix II: Communications Mix for Services Case: Word of Mouth – Incentive Scheme that Backfired Date due for Service Encounter Journal Template
Week 4	Marketing Mix III: Distributing Services Marketing Mix IV: Designing the Service Environment Case Presentation 1: Develop a Yield Management Strategy for Prego Date due for Complaint and Compliment Letters
Week 5	Marketing Mix V: Designing Customer Service Processes Marketing Mix VI: The Service Product Case Presentation 2: TLContact.com
Week 6	Marketing Mix VII: Managing Service Personnel I Case Presentation 3: Bouleau & Huntley: Cross-selling Professional Services
Week 7	Marketing Mix VII: Managing Service Personnel II Project Presentation 1: Pricing Models for Mobile Phone Services
Week 8	Marketing Implementation I: Understanding Service Quality Case Presentation 4: Shouldice Hospital Date due for Company Response Analysis of Complaint & Compliment Letters
Week 9	Marketing Implementation II: Managing Service Quality Date due for Service Encounter Journal Analysis
Week 10	Marketing Implementation III: Managing Customer Loyalty II LTV and Churn Alert-based Retention and Loyalty Programs; CRM Strategies Case Presentation 5: Hilton Hhonors Worldwide – Loyalty Wars
Week 11	Marketing Implementation IV: Growth Strategies for Service Organisations Project Presentation 2: Recommend-a-Friend Programs Analysis: What Works, What Doesn't and Managerial Implications Project Presentation 3: Analysis of Complaint/Compliment Letters & Managerial Implications
Week 12	Project Presentation 4: Service Encounter Journal Analysis – Drivers of (Dis)Satisfaction Project Presentation 5: Service Encounter Journal Analysis – How to Get Loyal Customers Due date for Course Folder documenting individual assignments and case preparations Wrap-up of Course
Week 13	Review
Week 14	Final Test

C. Overview – Assignments

In this module, you will have to do the following individual and group assignments – they are presented in approximate order of their due dates.

No.	Assignments – Individual
1.	Case write-up for each case: one to two pages write-up for each case in bullet point form
2.	Complaint & compliment letters
3.	Analysis of company response & your reaction to that response
4.	Six service journal encounters & their analyses
5.	Submission of Course Folder, containing copies of all your individual assignments (see list above)
No.	Assignments – Groups
1.	One case presentation, submit PowerPoint charts on the day of the presentation, but no report or write-up
2.	One project. This includes presentation and report. Submit both on the day of the presentation.

Some individual assignments have to be handed to groups who will analyse those assignments for the class. Therefore the assignments have to be passed to the respective groups on time during the break at the respective classes as outlined in the time-table. The groups are not responsible for chasing individual students on their respective deliverables. Rather, on the due date, each group will submit a list of all students who submitted their deliverables on time. Please note that 10 marks will be deducted for late delivery of each item from the total grade for the Individual Assignment Grade.

D. Outline of Lectures and Readings

1. Introduction to Services Marketing and Frameworks for Understanding Services

- Key Issues
 - Macroeconomics, Trends & Opportunities
 - Features of Services & The Servuction Model
- Required Readings
 - Lovelock & Wirtz, Chapter 1
 - Wirtz, Lovelock, and Islam (2002): "Service Economy Asia: Macro Trends and Their Implications," Singapore Nanyang Business Review, Vol. 1, No. 2, 5 – 18

2. Consumer Behaviour Related to Services

- Key Issues
 - The Three-Stage Model of Consumer Behaviour Applied to Services
 - Modelling Service Satisfaction
 - Environmental Perspectives on the Service Encounter
 - Perceived Control, Script & Role Theories Applied to Services
- Required Readings
 - Lovelock & Wirtz, Chapters 2

3. Marketing Mix I: Pricing Services & Revenue Management

- Key Issues
 - Pricing Strategies Applied to Services
 - Services Specific Issues on Price Discrimination
 - Cost Accounting for Services
 - Price Bundling and Cross-Selling
 - Revenue Management
- Required Readings
 - Lovelock & Wirtz, Chapter 6
 - Wirtz, Kimes, Ho and Patterson (2003), "Revenue Management: Resolving Potential Customer Conflicts," Journal of Pricing and Revenue Management, Vol. 2, No. 3.
 - Kimes and Wirtz (2003), "Has Revenue Management Become Acceptable? Findings from an International Study on the Perceived Fairness of Rate Fences," Journal of Service Research.

4. Marketing Mix II: Designing the Communications Mix for Services

- Key Issues
 - Communication Strategies for Services
 - Guidelines for Advertising of Services
 - Branding & Promotion of Services

- Required Readings
 - Lovelock & Wirtz, Chapter 5
 - Leonard L. Berry (2000), “Cultivating Service Brand Equity,” reprinted in Lovelock & Wirtz

5. Marketing Mix III: Distributing Services

- Key Issues
 - Distribution Channels for Services
 - Internationalisation of Service Firms
 - Global Distribution Systems
- Required Readings
 - Lovelock & Wirtz, Chapter 7 (read until section on Franchising)
 - Wirtz & Ho (2001), “Westin in Asia – Distributing Hotel Rooms Globally,” reprinted in Lovelock, Wirtz & Keh.

6. Marketing Mix IV: Designing the Service Environment

- Key Issues
 - A Theoretical Framework for Understanding the Impact of Service Environments on Customer Behaviour and Satisfaction
 - Engineering Customer Service Experiences
- Required Readings
 - Lovelock & Wirtz, Chapter 10
 - Haeckel, Carbone and Berry (2003), “How to Lead the Customer,” reprinted in Lovelock & Wirtz.

7. Marketing Mix V: Designing Customer Service Processes

- Key Issues
 - Flow Charting as a Basic Tool for Understanding & Managing Service Processes
 - Complexity and Divergence of Service Processes
 - Full-Service Versus Restricted Service Models
 - Isolating the Technical Core and Minimising the Servuction System
 - Production-Lining Services
 - Increasing Customer Participation
 - Managing Supply and Demand, Yield Management
- Required Readings
 - Lovelock & Wirtz, Chapters 8 & 9

8. Marketing Mix VI: The Service Product

- Key Issues
 - Core and Supplementary Services
 - Adding Value via Supplementary Services

- Required Readings
 - Lovelock & Wirtz, Chapter 4

9. Marketing Mix VII: Managing Service Personnel

- Key Issues
 - Importance of Service Personnel
 - Conflicts in Boundary-spanning Roles & Implications of Role Stress
 - Reducing Role Stress with Marketing & Creating a Climate for Service
 - Selection, Training and Motivation of Service Staff
 - The Cycles of Failure, Mediocrity and Success
 - Internal Marketing to Build and Foster a Customer Service-oriented Culture
- Required Readings
 - Lovelock & Wirtz, Chapter 11
 - Simons (2002), "The High Cost of Lost Trust," reprinted in Lovelock & Wirtz.
 - Wirtz and Johnston (2003), "Singapore Airlines: What it Takes to Sustain Service Excellence – A Senior Management Perspective," *Managing Service Quality*, Vol. 13, No. 1, 10-19.
 - Berry (1999), "Investment in Employee Success," in: *Discovering the Seoul of Service*, Free Press, 156-159.

10. Marketing Implementation I: Understanding Service Quality

- Key Issues
 - Defining & Measuring Service Quality
 - Importance of Quality: The Economics of Customer Retention
 - The Quality Model: Diagnosing Service Quality Failures
 - Diminishing Returns for Investment in Service Quality
- Required Readings
 - Lovelock & Wirtz, Chapter 14
 - Reichheld & Schefter (2000), "E-Loyalty: Your Secret Weapon on the Web," in: *Harvard Business Review*, Volume 78, No. 4 (July/August), pp 105; reprinted in Lovelock, Wirtz & Keh.

11. Marketing Implementation II: Managing Service Quality

- Key Issues
 - Complaint Management, Service Recovery and Service Guarantees
 - Developing & Implementing Effective Customer Feedback Systems
 - Service Process Redesign & Six Sigma
 - TQM Tools Applicable to Services
- Required Readings
 - Lovelock & Wirtz, Chapters 13

- Heskett, Jones, Loveman, Sasser & Schlesinger (1994), "Putting the Service-Profit Chain to Work," Harvard Business Review, March-April, in Lovelock, pp. 582-593, reprinted in Lovelock, Wirtz & Keh.
- Wirtz & Tomlin (2000), "Institutionalizing Customer-driven Learning Through Fully Integrated Customer Feedback Systems," Managing Service Quality, Vol. 10, No. 4, 205-215, reprinted in Lovelock, Wirtz & Keh.
- Romano, Speculand & Wirtz (2001), "Implementing Six Sigma Across Asia: The Citibank Experience," reprinted in Lovelock, Wirtz & Keh.

12. Marketing Implementation III: Managing Customer Loyalty

- Key Issues
 - Loyalty Programs
 - Customer Churn Diagnostics and Retention
 - CRM Strategies
- Required Readings
 - Lovelock & Wirtz, Chapter 12
 - Brady (2000), "Why Service Stinks," reprinted in Lovelock & Wirtz.
 - Epstein and Westbrook (2001), "Linking Action to Profits in Strategic Decision Making," reprinted in Lovelock & Wirtz.

13. Marketing Implementation IV: Growth Strategies for Service Organisations

- Key Issues
 - Multisite, Multiservice and Multisegment Strategies
 - Risk/Return Considerations
- Required Readings
 - Lovelock & Wirtz, Chapter 7, (read from section Distributing Services Internationally)

E. Case & Group Presentation Questions

All questions to cases and presentations are listed in order of their coverage. They are as follows:

Case: Develop a Yield Management Strategy for Prego

1. See questions raised in the case, plus go and visit the restaurant so that you have a better understanding of its operations and potential for yield management strategies.

Case: TLContact.com

1. Evaluate the evolution of TLC and identify key decisions that kept it afloat and underpinned its subsequent success.
2. How does TLC create value for (a) patients and their families, and (b) hospitals?
3. Review the five topics on Eric Langshur's rough draft of the agenda for the board meeting. As a board member, what position would you take on each and why?

Visit www.tlcontact.com to see what TLC is doing today.

Case: Bouleau & Huntley: Cross-selling Professional Services

1. What do you see as the key differences between pension fund auditing and management consulting? How good is the fit between the two?
2. What actions should Bouleau & Huntley take now?

Project: Pricing Models for Mobile Phone Services

Collect the comprehensive pricing plans of MobileOne, SingTel Mobile, and StarHub for their mobile GSM services. Then answer the following:

1. Identify which services are billed and which are offered free, what is the unit/basis for charges, and how much is billed for all services provided by the three mobile operators.
2. Survey students and build a usage profile (number of calls, call duration distribution profile, profile of call distribution across the day and days of the week, incoming/outgoing profile, usage of voicemail and other VAS, etc.) for students. They can be divided into 3 segments, for example, heavy user, average user and light user. Then develop an Excel spreadsheet that computes the total monthly bill for these user segments for all three service operators using their most suitable subscription plan.
3. Build a sensitivity model that shows the total bill difference for the different segments across all four service providers on key pricing dimensions, for example:
 - Switching from a per-minute billing to per second billing
 - Switching from charging for all calls, to for incoming calls only,

- Giving the first 12 seconds for incoming calls free, vs giving up to 12 seconds incoming calls free but charge the full time should the call exceed 12 seconds, to non incoming call seconds are free.
 - Explore pricing changes for VAS pricing plans (e.g., SMS, voice mail, caller ID). Show potential pricing options and show their impact on total charges.
4. Based on your user survey and sensitivity analysis, what advice would you give to a new mobile phone company interested in competing in Singapore, regarding the design of specific pricing plans for students?

Case: Shouldice Hospital

1. How would you expand the hospital's current capacity?
2. Given that Shouldice Hospital would want to expand, how should it control and manage its service quality?
3. Would you recommend any changes to its current marketing mix?

Visit www.shouldice.com to see what Shouldice Hospital is doing today.

Case: Hilton HHonors Worldwide - Loyalty Wars

1. Who are the decision makers who determine in which hotels business travellers stay?
2. What are the loyalty drivers for each decision maker, and what is the role the Hilton HHonors Loyalty Program plays or could potentially play?
3. What recommendations would you give Diskin and why? Base your recommendations on detailed quantitative, strategic and consumer behaviour analyses making reasonable assumptions wherever necessary.

Visit www.hiltonhhonors.com to see what Hilton HHonors is doing today and how that reconciles with your recommendations.

Project: Recommend-a-Friend Programmes: What Works and What Doesn't

1. Design a questionnaire and conduct a survey asking about three different recommend-a-friend programmes. Ask your respondents which they would definitely take advantage of, and which they dislike and why. Use open-ended questions, such as "would you take advantage of the programme and recommend others" "what are the three things you like best about this/these programmes," "liked least," "suggested improvements," etc.

2. Analyse what features make these recommend-a-friend programmes successful, and what features do not achieve the desired results. Come up with suggestions of what the relevant companies can do to improve their programmes.

Case: Analysis of Complaint/Compliment Letters and Company Responses

1. Every student in this class has to write a complaint and compliment letter based on a real service encounter (either their own experiences or those of a family member or friend). Obtain a response from the company, and provide a summary analysis of his/her feelings about the companies' responses. Collect copies of these letters and summary reports from every student at the deadline. Pass me a list of all students who did not submit their deliverables by the submission deadline specified in the Course Time Table.
2. The group will analyse all Complaint & Compliment letters and the firms' responses, and prepare a presentation on (please feel free to change the questions if you wish):
 - What is it that makes Singaporeans complain and compliment (please focus on a few key issues)? Present concrete examples of complaints and compliments to support your points.
 - How well do Singapore firms handle customer feedback. Analyse and evaluate the types of responses. Which are good, poor? Why? Show us concrete examples.

Case: Analysis of Service Encounter Journals – (a) Drivers of Satisfaction & Dissatisfaction

Case: Analysis of Service Encounter Journals – (b) How to Get Loyal Customers

1. Every student in this class has to write a service encounter journal with six journal entries (service encounter entries) and provide a summary analysis of his/her six journal entries. Collect copies of the journals and the 2 to 3 page-analysis from every student at the deadline. Pass me a list of all students who did not submit their questionnaire by the submission deadline specified in the Course Time Table.
2. Please post a form (in MS Word or Excel) with explicit instructions on IVLE and ask all course participants to use these as templates for the recording of their service encounter journals. This will ease your analysis tremendously!
3. Each journal entry should contain data on:
 - Name of student, Name of service firm, Type of service (e.g., airline, bank)
 - Date & time of encounter
 - Price of service (for relationship-type services, e.g., your mobile phone or banking service, provide your average monthly bill or fees)
 - Describe your encounter briefly, so that someone who was not there would know what happened
 - How would you rate your level of satisfaction with this encounter on a scale of 1 'extremely dissatisfied' to 7 'extremely satisfied'.

- How would you describe your reaction to this encounter? Include in your description your feelings and emotions at that time (e.g., angry, sad, happy, etc.). Why exactly did you feel that way?
 - How likely is it that you will go back to that service provider/firm? Rate on a scale from 1 'definitely not' to 7 'definitely yes'.
 - Why would you return or not return to that firm? (provide details, especially when there is a big discrepancy between your satisfaction and your repeat patronage intention)
4. Group A will focus their analysis on the drivers of satisfaction and dissatisfaction for services in your class. Present concrete examples from journal entries that support your conclusions, and then derive managerial implications from there.
 5. Group B will focus on the drivers of loyalty and repeat purchase. Examine the correlation between satisfaction and loyalty, and analyse why some dissatisfied customers are loyal, and why some satisfied customers are not loyal/do not intent to repeat purchase.
 6. Both groups present their conclusions. Focus especially on any managerial implications for service providers in Singapore – what do you have to do to satisfy and keep your customers? Please do not produce a complete rerun of the course (service personnel, quality, etc. – this takes too long and is tedious), rather focus on a few key issues that you feel stand out from the many issues covered in the journals.

F. Guidelines for Group Presentations

- Make your presentation interesting and involving for the class by:
 - focusing on the key issues and do not spend (much) time on long, detailed, complete and boring checklists; avoid listing all issues you can think of. You can produce an appendix to your presentation to show that you thought of many more issues, but do not bore the class with these.
 - encouraging class participation via direct questioning, discussion of problems/issues, presentation of controversial statements, etc. Open your presentation with relevant questions to the class.
 - Note that class interest and participation created are a key component of your grade. You have to communicate your messages and involve your audience!
- Feel free to suggest changes to the order of questions presented and even the questions to be addressed. Furthermore, if you wish to present any issues you think add value to the case and are of interest to the class (e.g., topical events, and examples), do include them in your presentation. However, any changes to the presentation content should be discussed with me beforehand.

Submission of Transparencies and Assessment Forms

- Submit a copy of all transparencies at the beginning of the class before your presentation. This ensures that I avoid asking questions that pre-empt what you intend to present later.
- Copy a sufficient number of the “Student Assessment of Group Presentations Form” and distribute them to the class before your presentation. Each student in the audience will then provide in-depth feedback to one of your group members for personal development. The form is provided in a later section of this course outline.
- Submit your “Student Self-assessment of Group Presentation” and “Peer Evaluation Form on Group Assignments” directly after your presentation.

G. Guidelines for Individual Assignments

The following assignments are to be done by each student individually:

Preparation Notes and Answers to Discussion Questions for Each Case

For all case studies, every student needs to write up case preparation notes and answers to the discussion questions (hand-written answers in point form are acceptable). At the instructor's discretion, and without prior warning, students may be required to submit these notes at the beginning of each class.

Complaint & Compliment Letters

The objective of this assignment is for students to experience real life customer feedback processes and company responses to this feedback.

Every student is asked to write one complaint and compliment letter each based on *a real service encounter* (either own experience or that of a family member or friend) at the beginning of the term. The letters should be written in the name of the person having experienced the service problem (of course they have to agree and sign the letter). The letters should be written in a professional style, clearly and objectively stating what happened (e.g., the taxi was late by 30 minutes), what the personal consequences were of this service failure (e.g., I was late for my Service Marketing class and felt terrible about it), and what you would like the firm to do to recover this service (requests may range from just wanting an explanation of what happened, up to perhaps a refund of the price or even some form of compensation). Copies of these letters have to be handed to a member of the group in charge of this presentation by the due date as specified in the Time Table.

Every student is asked to submit the firms' responses and a short analysis of the way the firms handled the customer feedback to a member of the group in charge of this presentation by the due date as specified in the Time Table.

Service Encounter Journals & Their Analysis

The purpose of this assignment is to understand and evaluate service encounters from your own perspective as a customer. Also, keeping the journal will sensitise you to the various service issues we will be covering in this module.

Every student in this class has to write a service encounter journal with six journal entries (service encounter entries) and analyse his/her journal entries. The group in charge will post a template for the service encounter recording on IVLE at by week four of the term.

One copy of the journals and the 2 to 3 page-analysis from every student has to be handed to a member of the group in charge of this presentation by the due date specified in the Time Table.

We all have a number of service encounters every week, everything from restaurants, banks, airlines, dry cleaners, copy centres, taxi services and libraries to medical services. Each journal entry will

correspond to one service encounter you have during the first few weeks of the term. Collect a variety of types of incidents (i.e., don't do only restaurants), including some that you find very satisfying and some that are very dissatisfying. The best way to complete your journal forms is to fill out each one immediately following a particular encounter, and to try to do one or two per week right from the beginning of the term. If you do your entries from memory or do too many at one time, the quality of the entries will suffer.

Analyse your entries by dividing them into 'satisfying' and 'dissatisfying' piles. Look through each pile and try to identify common threads that seem to exist for each group. Write a short 2 to 3 pages report in which you analyse each group and draw conclusions. Focus especially on any managerial implications which might exist.

Course Folder Containing all Individual Assignments

In the last lecture, submit a folder containing the documents on your individual assignments as listed below. Write your full name as on your matriculation card onto the cover page of the folder. Please submit the same documents as you had to the groups responsible for the various analyses in the following order:

- Case write-up: one to two pages write-up for each case in bullet point form.
- Service Encounter Journals and your analysis.
- Complaint and Compliment Letters, the firms' responses and your analysis.

H. Literature

Main Text

- Christopher H. Lovelock and Jochen Wirtz (2004), *Services Marketing*, 5th ed., Upper Saddle River, New Jersey: Prentice Hall.

Supplementary Texts on Services Marketing (in order of relevance to the course)

- Christopher H. Lovelock, Jochen Wirtz, and Tat Hean Keh (2002), *Services Marketing in Asia: Managing People, Technology, and Strategy*, Singapore: Prentice Hall.
- Leonard L. Berry (1995), *On Great Service - A Framework for Action*, Free Press.
- Benjamin Schneider and David E. Bowen (1995), *Winning the Service Game*, Harvard Business School Press.
- Leonard L. Berry (1999), *Discovering the Soul of Service: The Nine Drivers of Sustainable Business Success*, Free Press.
- Valarie Zeithaml and Mary Jo Bitner (2003), *Services Marketing*, 3rd ed., Boston: McGraw-Hill.
- John E.G. Bateson and K. Douglas Hoffman (1999), *Managing Services Marketing*, 4th edition, London: Dryden Press.

I. Assessment Forms

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Student Self-Assessment of Group Presentation

Please submit *one form per group* immediately after your presentation.

Names of Group Members:

_____	_____
_____	_____
_____	_____

Group Presentation (specify case/presentation title): _____

Self-Assessment of Group Presentation (please assess and give grades from E to A+):

Assessment Criteria	Weighting	Suggested Grade
• Content of answers (identification of key problem(s), correctness and creativity of recommendations)	33%	_____
• Clarity in presentation of ideas and concepts	33%	_____
• Class interest and discussion generated	33%	_____

Overall, our presentation deserves a grade of: _____

Describe two ways in which your presentation was good:
--

Describe two ways in which your presentation could have been improved:
--

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Peer Evaluation Form on Group Assignments

This form is for you to evaluate your group members. Please submit the completed form to me at the end of your presentation in a sealed envelope.

Your name: _____

Group Presentation (specify case/presentation title): _____

Name of Project Group Member	No contribution			Average contribution			Outstanding contribution		
1.	1	2	3	4	5	6	7		
2.	1	2	3	4	5	6	7		
3.	1	2	3	4	5	6	7		
4.	1	2	3	4	5	6	7		
5.	1	2	3	4	5	6	7		

Please elaborate on your evaluation for group members who scored exceptionally low (2 marks or less) or high (6 marks or more):

Your signature: _____

Date: _____

Student Assessment of Group Presentations – Part I

This form is for each audience member to evaluate one of the presenters.

Instructions: One objective of the group presentations is to improve and fine-tune our presentations skills. For this, we need your feedback on what is good, and what can be improved. Please select one group member and provide feedback on the effectiveness of his/her presentation style and make suggestions for improvement.

Please note – all feedback is *confidential* and will only be given to the presenter him/herself. The instructor will not see your feedback, and the group presentation grade will therefore be independent from your feedback. The sole purpose of this feedback is to help your class mates to develop their presentation skills.

Name of Presenter: _____

Describe two ways in which his/her presentation was good:

Describe two ways in which his/her presentation could have been improved:

P.T.O.

Student Assessment of Group Presentations – Part II

Please circle: E = Excellent; S = Satisfactory; N = Needs Improvement

<i>Organization of His/Her Section:</i>		
Well thought-out and rehearsed opening	E S N	Slow, shaky start, not well rehearsed
Good structure and logical flow	E S N	Disjointed – does not flow well.
Used hot spice to get attention and keep interest	E S N	Lost attention and interest of audience
Good summary, with strong close	E S N	Did not summarize, inconclusive finish
Began on time, finished on time	E S N	Began late, ran over time
<i>His/Her Preparedness:</i>		
Well prepared, well rehearsed, knows material	E S N	Not well prepared, not well rehearsed, not sure of material
<i>Presentation Skills:</i>		
Friendly, relaxed, confident	E S N	Nervous, defensive
Enthusiastic, inspiring	E S N	Dull, dry, and boring
Good questions and audience participation	E S N	No questions, little or no audience participation
Used good examples and analogies	E S N	Poor examples, few analogies
Strong audible voice with variations	E S N	Weak monotone voice
Good eye contact	E S N	Stares at floor, ceiling, or space
Natural stage movement	E S N	Frozen in one spot or paces about
Smooth, strong gestures	E S N	Few gestures or jerky and unnatural
No bad habits or distracting mannerisms	E S N	You have the following bad habits: _____ _____ _____
<i>Visual Aids</i>		
Used to clarify, simplify and emphasize	E S N	Too many, too wordy, too busy
Used multiple visual media/aid devices	E S N	Used only one visual aid device
Good use of pictures, diagrams, graphs	E S N	Mainly words and numbers

Source: Adapted from David A. Peoples, Presentations Plus, John Wiley & Sons.