

**HOSPITALITY SERVICES MANAGEMENT**  
**(aka Services Management and Marketing)**  
**HM 595.01**  
**Course Syllabus**  
**Spring 2006**

Monday – 4:10-6:55PM  
BUS 222

**Instructor: David L. Jones, Ph.D.**

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**Course Notes, Assignments, Listserv, Grades: [sfsu.blackboard.com](http://sfsu.blackboard.com) or [online.sfsu.edu](http://online.sfsu.edu)**

**Office Hours: M & W- 10AM-12Noon or by appointment**

**SFSU Theme:**

*Making a Difference in Diverse Society: Leadership for a New Millennium*

**Course Description:**

**SFSU 2003-04 Bulletin:**

Major issues facing the hotel industry. Strategies to minimize or maximize issues.

**Dr Jones:**

The USA, as well as much of the world economy, is dominated by services. In the USA, approximately 75% of the labor force, 70% of the GNP, 45% of an average family's budget, and 32% of exports are accounted for by services. Yet, business school courses traditionally have focused on the manufacturing sector of the economy. This course is designed for those students who may be interested in working in service industries, particularly the hotel and related hospitality industry, and will address the distinct needs and problems of service organizations in the area of management and marketing.

The primary theme of the course is that service organizations (e.g., hotels, restaurants) require a distinctive approach to management and marketing strategy, both in its development and execution. The course will build on marketing concepts from other courses (i.e., MKTG 341) and hospitality management courses (i.e., HM 560) to make them specifically applicable in service industry settings.

The primary objective of this course is to help prepare you to function as effective managers in a service economy, particularly in the hospitality industry. This course will make you more aware of the nature and characteristics of services, more knowledgeable about the way services need to be marketed due to their intangible core and more

conscious of service quality, the foundation of services marketing. You will also have a better understanding of the success factors in services marketing.

### **Course Objectives:**

The objectives of the course are:

1. To gain an understanding of the unique challenges involved in managing and marketing services.
2. To identify differences between managing and marketing in service, particularly the hospitality industry, versus manufacturing organizations.
3. To identify and analyze the various components of the “services marketing mix” (three additional P’s) as well as key issues required in managing service quality.
4. To learn to appreciate the role of employees (and often customers) in service delivery, customer satisfaction, and service recovery.
5. To learn to appreciate other key issues in service businesses, such as managing supply and demand, the overlap in marketing/operations/human resource systems, and relationship management.
6. To build upon important workplace skills (e.g., cooperation, teamwork, meeting deadlines, report writing) through active learning activities and other classroom exercises.
7. To become better, more aware, and maybe less naive services consumers.
8. To enjoy yourself while accomplishing all of the above.

### **Text:**

1. Zeithaml, V. A., Bitner, M. J. & Gremler, D.D. (2006). Services Marketing: Integrating Customer Focus Across the Firm, 4<sup>th</sup> Edition. McGraw-Hill Irwin, New York. ISBN: 0-07-296194-5 (**ZBG**)
2. Ilvento, J. & Price, D. (2004). License to Serve. Applied Business Communications: New Jersey. ISBN: 0-9654362-3-3 (**LS**) **Note: This book can only be ordered from the Destination Marketing Association International**

### **Other Assigned Readings:**

Additional articles will be assigned throughout the semester. These articles will be made available on the Blackboard pages for the course and can be either downloaded with Acrobat Reader or they will provide a link to a specified webpage.

### **Class Format:**

The class will be a combination of lectures, class discussions, and group/individual presentations with the emphasis on class participation. The class sessions will be augmented by guest speakers, videos, Classroom Participation System, and other resources as appropriate. It is acceptable to use recording devices of the instructor’s lectures, in fact, it is encouraged.

However, guest lectures may be uncomfortable with it, so please don't record them without prior permission.

### **Grading:**

Grading is on straight scale based on your total points earned; however, the instructor will evaluate the final distribution of points and will make every attempt to avoid having anyone miss a higher grade by only 1 point. The scale is as follows:

**558-600 = A**  
**540-557 = A-**  
**516-539 = B+**  
**498-515 = B**  
**480-497 = B-**  
**456-479 = C+**  
**438-455 = C**  
**420-437 = C-**  
**360-419 = D**  
**359 and below = F**

### **Grade Components:**

<u>Component</u>	<u>Points</u>
Exams (3 exams of 100 points each)	300
Service Encounter Journal Team Project	180
Written Journal = 100 points	
Individual Discussion Board Participation = 30 points	
Peer Review = 20 points	
Team Presentation = 30 points	
Compliant/Praise Letter Assignment	65
Complaint Letter = 15 points	
Complaint Letter Summary = 50 points	
Class Preparation Assignments (2 worth 15 points each)	30
Class Participation Self-Assessment	25
<b>Total Points</b>	<b>600</b>

**Exams – Total Points = 300 (100 points each):** There will be three (3) equally weighted exams. The exams will be a combination of multiple-choice and short answer essay questions. The exams will cover your reading assignments, class lectures and guest lectures with greater emphasis being put on class and guest lectures. You are expected to take the exam at the designated time. Should you have a legitimate excuse (illness, interview, etc.) that precludes you from being able to take the exam at the scheduled time, it must be approved by the instructor **PRIOR** to the exam date and make-up exam time will be established at the instructor's convenience.

**Service Encounter Journal Team Project – Total Points = 180 (Written Paper = 100 points, Individual Discussion Board Participation = 30 points, Peer Reviews = 20 points, and Team Presentation = 30 points):** We all have a number of service encounters each week with hotels, restaurants, airlines and other hospitality industry related businesses. This project will require you to work with a designated team established by the instructor to analyze service quality through diagnosing service encounters each of you have over the course of the semester. Each team will be challenged to determine the best methods to deal with the everyday service encounters that happen in the hospitality industry. The twist is that you'll have to choose a hospitality industry organization whose service quality you admire and then attempt to emulate how that company would respond to the compilation of service encounters you'll put together over the semester. There are four (4) aspects to this assignment including a written paper and presentation completed as a team, as well as individual journal entries and weekly discussion on Blackboard. There will also be a peer review component.

Individually, you will be required to complete ten (10) journal entry forms to be included in a team project of analysis of service quality (essentially one per week during the semester). Each entry will correspond to one service encounter you have during the semester. The purpose of the journal entry forms is to identify sources of customer satisfaction and dissatisfaction with services. You will use these experiences as a basis of discussion to be done through the Discussion Board function of Blackboard as the source for developing a team project to analyze, diagnosis, and address service quality within the hospitality industry. The forms and a detailed description of the assignment can be found under Assignments on Blackboard.

Discussion Boards for each group on Blackboard will begin the **week of February 27<sup>th</sup> on Tuesday, February 28 and continue for the succeeding five (5) weeks of class, up to Spring Break, with the last day for postings being Monday, April 10.** Each team member will be assigned a week to lead the discussion based on his/her own service encounter journal entries to date. Again, more details on the assignment can be found on Blackboard.

A written paper to be done as a team will be the final culmination of the project. The paper will be a thorough analysis of the service encounters experienced by the collective team members and will include the opportunity to provide solutions for delivering better service quality in the hospitality industry. This will be a ten (10) page paper (double space, 12-Point Times New Roman or Arial type, with 1" borders on all margins) that will involve incorporating concepts from the course as well as additional readings gathered from research. The paper is due on **Monday, May 8.** Additionally, each group will give a team presentation highlighting the key findings from the group's project on **Monday, May 8.** Of course, more details on this part of the project can be found in the detailed assignment found on Blackboard.

Finally, a peer review will be submitted by the week following the presentations, **Monday, May 15.** The instructor will NOT change any peer grade. Note: There will also be a hiring and firing option for teams should the team feel any one member is not performing his/her responsibilities (see the assignment found on Blackboard for further details).

**Complaint Letter Assignment – Total Points = 65 (Complaint Letter = 15 points and Complaint Letter Summary = 50 points):** This exercise is beneficial in examining consumer complaint behavior, service failure points, and service recovery strategies. You will have to write a complaint letter to any hospitality industry company from which you have received bad or at least marginal service. The service encounter does not have to be one that left you feeling extremely upset; it may be simply that the hotel, restaurant, airline, attraction, etc. did not supply service that met your expectations. You will need to obtain the name and address of the appropriate person to whom you should complain and write a formal letter of complaint. That letter is due and to be sent by **Monday, February 20**. Further details can be found under Assignments on Blackboard.

Additionally, toward the end of the semester, you will be asked to write a 4-5 page paper (double space, 12-Point Times New Roman or Arial type, with 1” borders on all margins) describing what led to your complaint, the resolution you were seeking, what you *expected* the firm to do in response to your complaint, and how you now feel toward the organization. This is further detailed in the Assignment found on Blackboard, as noted above. This summary paper is due **Monday, April 17**.

**Class Preparation Assignments – Total Points = 30 points (2 assignments at 15 points each):** Over the course of the semester there will be at least two (2) Class Preparation Assignments given. In each case, the assignment will be given out in class the week prior for completion and discussion in the following week’s class. These assignments will vary from short written documents to blueprinting diagrams and each will be worth 15 points. More details will be given with each assignment and posted under Assignments on Blackboard. The assignments will always be due on Monday of the week assigned at class time, unless noted. **NO LATE PAPERS WILL BE ACCEPTED FOR THESE ASSIGNMENTS.** More details will be given with each assignment and posted on the Blackboard page.

**Class Participation Assessment – Total Points = 25 points:** In order for this course to be meaningful to everyone, including the instructor, class participation on a weekly basis is a necessity. Some students are more confident than others in speaking up in class, but we want to have a contribution from everyone in the class. Many times this area is evaluated by the instructor in a very subjective manner, however, in this class; you are going to be the judge of your participation. At the end of the semester, you will be required to write a one (1) page summary (double space, 12-Point Times New Roman or Arial type, with 1” borders on all margins) of your participation and contribution to the class sessions to justify your own self-assessment score. More detailed guidelines will be included in the final assignment description to be posted on Blackboard. If your justification indeed warrants the score you’ve given yourself that will become your class participation score. However, if the instructor believes you have significantly over or under rated yourself, he does reserve the right to modify the final score. The written assessment is due at the final exam time on **Monday, May 22**. Note: failure to turn in an assessment will mean the loss of all 25 points.

**NOTE: Written assignments are to be turned in on or before the day of they are due. Late papers, without an approved excuse prior to the due date, will be penalized. A paper turned after the due date, but turned within one class period day late will have 25% taken**

**off the grade, two class period days late will have 50% taken off the grade, and no papers will be accepted more than two class period days late. The exception to this policy is the Class Preparation Assignments that will not be accepted if turned in late.**

**Extra Credit:** From time to time during the semester opportunities come up to enhance your learning and experience with the subject of this course, as they come up, extra credit opportunities will be give. These will be communicated in class and through the e-mail. However, there is no guarantee of extra credit opportunities and the instructor has the sole discretion in determining the relevance of any extra credit alternative.

**Guest Speakers and Attendance:** If a guest speaker is scheduled, it is particularly important to acknowledge the fact that the industry professionals involved gave up part of their valuable time to be with you. Therefore, if you miss a class session with a scheduled guest speaker without **PRIOR** approval by the instructor, **you will lose 15 points for the absence.**

**Class Notes, Assignments, Listserv, Grades:** This course will use Blackboard as the access to all information on the course including class notes, assignments, listserv and all grades on exams and assignments. It will be your responsibility to access Blackboard and this class information at either of the following links to keep track of class activities. Additionally, Blackboard uses your sfsu.edu address, if you are forwarding that address to another e-mail account, you need to keep your forwarding e-mail address current.

[sfsu.blackboard.com](http://sfsu.blackboard.com)

or

[online.sfsu.edu](http://online.sfsu.edu)

On this site you will find notes for each class lecture and class discussion that will be posted prior to the class session. Additionally, further details on course assignments and any other outside reading can also be found on this page. This is also the access for the listserv for the class for you to receive communication regarding grades on exams and assignments, class sessions, assignment details, extra credit opportunities, etc.

NOTE: Your final grade will be communicated through Web Grades.

### **Students with Disabilities**

Students with disabilities who need reasonable accommodations are encouraged to contact the instructor. The Disabilities Programs and Resource Center is available to facilitate the reasonable accommodations process.

### **Add, Drop & Withdrawal Policy of COB**

Students must enroll in classes by the fourth week of the semester. Students will not be permitted to add later even if they have attended all classes, taken all exams, and otherwise

completed all course requirements. Students can drop by GatorReg during the first four weeks, through **Friday, February 24<sup>th</sup>** without obtaining signatures or approvals from anyone (including instructor, chair, or dean)

University policy is that withdrawals are permitted only for serious and compelling reasons. In addition, College of Business policy prohibits students from withdrawing from the same course (e.g. HM 595) more than once for any reason.

**Please note:**

- The syllabus is subject to minor revisions, particularly as it relates to guest speaker schedules. You will be notified of any changes.
- You are expected to have read the assigned chapters noted below **PRIOR** to coming to class.

## Class Schedule

### Week 1 – Monday, Jan. 30

Introduction to the Service Industry

**Reading Assignment: ZBG Chp 1**

### Week 2 – Monday, Feb. 6

Focus on Customer – Expectations and Perceptions

**Reading Assignment: ZBG Chps 2, 3& 4; “The Service Encounter: Diagnosing Favorable and Unfavorable Incidents” (available as pdf file on Blackboard)**

### Week 3 – Monday, Feb. 14

Dimensions of Service Quality

**Reading Assignment: ZBG Chp. 5; LS Section 1 (Specific Truths # 12-14, 16-19, 21-25, 33, 52-53) and Section 2 (pgs. 127-144)**

### Week 4 – Monday, Feb 21

License to Service Class Exercise  
Listening to Customer – GAP 1

**##### COMPLAINT LETTER DUE #####**

**##### TEAM COMPANY CHOICE DUE #####**

**Reading Assignment: ZBG Chp 6; LS Section 3 (pgs. 145-174)**

### Week 5 – Monday, Feb. 27

**First Half of Class:**

**\*\*\*\*\* EXAM 1 \*\*\*\*\***

**ZBG Chps 1-6; LS Section 1 (Specific Truths # 12-14, 16-19, 21-25, 33, 52-53), Section 2 (pgs. 127-144), LS Section 3 (pgs. 145-174); plus “The Service Encounter: Diagnosing Favorable and Unfavorable Incidents”**

**Second Half of Class:**

Listening to the Customer – GAP 1 (cont.)

Relationship Marketing

**Reading Assignment: ZBG Chp. 7**

+++++ **DISCUSSION BOARDS BEGIN THIS WEEK ON TUESDAY AM** +++++

**Week 6 – Monday, Mar. 6**

**First Half of Class**

Service Design - GAP 2

**Discussion Team Leader Presentation:** Week #1 Leader

**Second Half of Class**

Tentative Guest Speaker – Hotel on Service Quality Programs

**Reading Assignment: ZBG Chp 9**

**Week 7 – Monday, Mar. 13**

Physical Evidence/Servicescape

**Class Preparation Assignment # 1:** Blueprinting Assignment

**Discussion Team Leader Presentation:** Week #2 Leader

**Reading Assignment: ZBG 11**

**Week 8 – Monday, Mar. 20**

Employee & Customer Roles – GAP 3

**Class Preparation Assignment #2:** Servicescape Project

**Discussion Team Leader Presentation:** Week #3 Leader

**Reading Assignment: ZBG 12 & 13; LS Section 4 (pgs. 175-218)**

**Week 9 – Monday, Mar. 27**

**First Half of Class:**

**\*\*\*\*\* EXAM 2 \*\*\*\*\***

**ZBG Chps. 7, 9, 11-13; LS Section 4 (pgs. 175-218)**

**Second Half of Class:**

Guest Speaker – Hotel Heroes Program

**Discussion Team Leader Presentation:** Week #4 Leader

**Reading Assignment: None**

**+++++ LAST WEEK OF DISCUSSION BOARDS +++++**

**+++++ WEEK OF APRIL 3 – SPRING BREAK +++++**

**Week 10 – Monday, Apr. 10**

Managing Demand

**Discussion Team Leader Presentation:** Week #5 Leader

**Reading Assignment: ZBG Chp. 15**

**Week 11 – Monday, Apr. 17**

**First Half of Class:**

Pricing  
Managing Service Processes – GAP 4

**Reading Assignment: ZBG Chp 16 & 17**

**Second Half of Class:**

Guest Speaker – Service Quality and Risk Management

**##### COMPLAINT LETTER SUMMARY DUE #####**

**Week 12 – Monday, Apr 24**

**TEAM MEETING DAY  
NO SCHEDULED LECTURE**

**Week 13 – Monday, May 1**

Closing All Gaps & Service Recovery  
Complaint Letter Results

**Reading Assignment: ZBG Chp 8 & 18**

**Week 14 – Monday, May 8**

Service Encounter Journal Team Presentations Begin

**##### SERVICE ENCOUNTER JOURNALS DUE #####**

**Reading Assignment: None**

**Week 15 – Monday, May 15**

Service Encounter Journal Team Presentations (if necessary)  
Service Leadership

**Reading Assignment: “Nurturing Service Leadership” (available as pdf download on Blackboard)**

**Final Exam Week**

**\*\*\*\*\* EXAM 3 – Monday, May 22 – 4:10-6:55 PM \*\*\*\*\*  
ZBG Chps. 8, 15-18; plus “Nurturing Service Leadership”**