

Monmouth University
School of Business Administration, Department of Management and Marketing
Course Outline for Marketing and Management of Services
BK/BM 498-11, Summer 1, 2001
Tuesday/Thursday 9:00 – 12:15 a.m., Bey Hall Room 126

I. PROFESSOR: David P. Paul, III, D.D.S., Ph.D.

Assistant Professor of Marketing and Health Care Management
Co-Director, Graduate Health Care Management Program

OFFICE: Bey Hall Room 156

OFFICE HOURS: Monday, Tuesday, and Thursday, 1:30 – 2:30 p.m.
Additional office hours by appointment

TELEPHONE: (732) 263-5336

E-MAIL: dpaul@monmouth.edu

II. MARKETING AND MANAGEMENT OF SERVICES

PREREQUISITES: Principles of Marketing (BK 250) or BM 250 (Management and Organizational Behavior)

COURSE DESCRIPTION:

This course examines the applications of the conceptual framework of marketing and management within the service business context. The course will focus on the characteristics of the service environment as well as important considerations in the service marketing mix.

III. COURSE OBJECTIVES:

The economy of the U.S. (and much of the rest of the world) is dominated by services. Yet, traditionally business school courses have focused on the product sector of the economy. This course is especially designed for those students who may be interested in working in service industries, or in a service capacity in a manufacturing business. The primary theme of this course is that service organizations require a distinctive approach to marketing and management strategy, both in their development and execution. This is not to imply that the approach is unique, but rather that it is distinctive. More specifically, the objectives of this course include:

- 1.to gain an appreciation for the distinctive challenges inherent in managing services and developing/delivering quality services;
- 2.to identify differences between the marketing/management of services and the marketing/management of manufactured goods;
- 3.to identify and analyze the various components of the "services marketing mix." This includes the traditional four P's plus the physical environment, processes, and the people involved in service transactions;
- 4.to understand and discuss key issues concerning the managing and measuring of service quality and customer satisfaction;
- 5.to appreciate the intertwined role of service personnel and customers with respect to service delivery, service failure, and service recovery issues;
- 6.to understand how "service aspects" of every type of firm can become a competitive advantage;
- 7.to develop an appreciation of key issues in service organizations, such as managing supply and demand, relationship management, and the overlap in marketing, operations management, and human resource systems;
- 8.to become better, more aware, and maybe less naï ve service consumers.

IV. REQUIRED TEXT:

Valerie A. Zeithaml and Mary Jo Bitner (2000), Services Marketing: Integrating Customer Focus Across the Firm, Second Edition, New York: Irwin McGraw-Hill.

V. ASSIGNMENTS:

Reading Assignments:

You are expected to read the assigned chapters of the textbook before/as they are covered in class. Reading assigned materials prior to class will allow for more meaningful class discussions/questions.

Additional reading materials may be assigned.

Writing Assignments:

1. Chapter Exercises:

At the end of each chapter in the text are several suggested exercises. I have selected exercises from 15 of the 18 chapters in the text (see schedule, below). Each student is to complete any 10 of these 15 selected exercises, and turn in his/her results by the beginning of the class after that chapter was covered in class. Student answers should be typed, single spaced, in 12 point Times Roman font. Answers should clearly demonstrate understanding of the subject (i.e., there is no specific "page requirement" for any of these exercises). In addition to content, correct grammar, spelling, and punctuation are required and will be factors in the assignment grade.

2. Business Letter to Management:

Each student is required to prepare a business letter about a bad (or at least marginal) service experience. The service encounter need not be one that left you extremely upset; it may be simply that the firm did not supply service that met your expectations. This letter should be directed to an appropriate person in the service organization (you will/may have to do some work to obtain the appropriate person's name and address). Your business letter should describe your experience and propose actions that the organization should take to improve performance. To eliminate bias, students are specifically instructed not to state in the letter that they are doing this as a class project! This letter should be at least two typewritten pages (single-spaced, one-inch margins, one blank line between each paragraph, 12 point Times Roman font). Your recommendations should include, but not be limited to, concepts and strategies that have been examined in the course. This letter must be sent (and a copy turned in to the instructor) by Thursday, May 31, 2001 at 9:00 am.

In the past, results from this letter-writing project have ranged from no reply at all to free gifts such as flowers, movie tickets, etc. You should be prepared to discuss your results in class on Tuesday, June 26, 2001.

3. SERVICES MARKETING PROJECT: Journal Entries (AKA critical incident reports)

We all have a number of service encounters each week with everything from restaurants, bars, banks, airlines, gas stations, and dry cleaners to hair stylists, doctors, libraries, schools, car repair shops, and copy centers among others. Beginning on Tuesday, May 29 until Thursday, June 21, you are to keep a journal of at least five service encounters per week. There will be a progress check on Thursday, June 7. Please bring your completed service journal entries to date in a folder to class this day. You should have at least 8 entries completed by this time.

Your entries should include both for-profit and not-for-profit organizations as well as in-person and telephone encounters. Try to collect a variety of types and incidents, as

well as some that you find satisfying and some that are very dissatisfying. You should record factual information (when, where, nature of service encounter), your expectations prior to the service encounter, a description of the service delivery process, your assessment of the quality of the service performance, and your perceptions and feelings about each service experience. You should also note concepts from the course that are pertinent to your service experiences.

It is essential that you make your journal entries on the same day as you experience the service. If you try to do your entries from memory or to do too many at one time, the quality of the entries (as well as your grade!) will suffer. A copy of the journal entry form is located at the end of this syllabus. These journal entries should be comprehensive, detailed and organized.

Typing the journal entries is highly recommended but not mandatory. If you do not type the entries, they should be NEATLY and CLEARLY handwritten on photocopies of this form. You will need a minimum of 20, but no more than 25, journal entries for this assignment.

4. SERVICES MARKETING PROJECT: Analysis of Journal Entries:

Divide your entries into "very satisfying" and "very dissatisfying" piles. Look through each pile and try to identify any common threads that seem to exist for each group. Type a five page paper (double-spaced, one-inch margins, 12 point Times Roman font) analyzing each group and drawing any conclusions you can from your service encounters. In this paper, identify the sources and actions that seem to account for satisfaction or dissatisfaction with services. Be sure to include and discuss relevant course concepts as you analyze and synthesize your service encounters. Focus especially on any managerial implications which might exist. Append this material to the end of your journal.

This report is due in class on Tuesday, June 26 at 9:00 am.

Additional Notes on the Services Journal project:

- a. Don't forget about the progress check on Thursday, June 7.
You should bring at least 8 journal entries, in a folder, to class on this day. The 10% late penalty will apply towards your final grade on this project if you fail to complete the progress check on time.
- b. Do not do all restaurants (the limit is 5) or encounters with services at Monmouth University (the limit is 3). You should have a wide variety of service encounters represented in your journal.

- c. Include at least one "international" service firm encounter. I suggest that you visit an authentic foreign restaurant (e.g. Chinese, Japanese, French, Italian, etc.) for this entry. Note the differences in service and ambiance. Also, note somewhere on your journal entry that this represents your international experience. You may simply write the word "international" at the top of this entry.
- d. Do not include more than 2 journal entries for the same specific service provider/firm.
- e. Do not submit your project with clear plastic covers and plastic binders as they are too hard to open and hold while reading. Just staple the project together and hand it in.
- f. Organize your final project in the following order: journal entries, followed by analysis of journal entries.
- g. The due date for this project is Tuesday, June 26 at 9:00 am. Don't forget to be prepared to briefly discuss you best and worst service experiences during this class.

Summary of Services Journal Project:

- a. The goal of this assignment is to understand and evaluate the service encounter from your own perspective as a customer.
- b. This project will be due in class by 9:00 am on Tuesday, June 26. Be prepared to briefly discuss your best and worst service experiences during this class.
- c. Grading criteria include the organization, presentation, professionalism, range, and depth of your journal entries, the quality of writing, and evidence of learning as reflected in the actual journal entries and their analysis.

VI. CLASS SCHEDULE:

Date	Topic	Reading	Exercise (due <u>next</u> class)
May 22 (Tuesday)	Course Syllabus;		
	Introduction to Services	Chapter 1	1
	Consumer Behavior in Services	Chapter 2	1
May 24 (Thursday)	Customer Expectations of Services	Chapter 3	3
	Customer Perceptions of Services	Chapter 4	6
May 29 (Tuesday)	Understanding Customer Expectations and Perceptions through Marketing Research	Chapter 5	4
May 31 (Thursday)	Building Customer Relationships	Chapter 6	5
	Service Recovery <i>Complaint Letter sent & copy turned in</i>	Chapter 7	2*
June 5 (Tuesday)	<i>Test #1 (Chapters 1-7)</i> Service Development and Design (omit 213-216, Quality Function Deployment, AKA the "House of Quality")	Chapter 8	3*
June 7 (Thursday)	Review Test #1		
	Customer-defined Service Standards <i>Progress check on Service Journals</i>	Chapter 9	2
June 12 (Tuesday)	Physical Evidence and the Servicescape	Chapter 10	3*
	Employees' Roles in Service Delivery	Chapter 11	1*
June 14 (Thursday)	Customers' Roles in Service Delivery	Chapter 12	5
	Delivering Services through Intermediaries and Electronic Channels	Chapter 13	4
June 19 (Tuesday)	Managing Demand and Capacity	Chapter 14	3*
	Integrated Services Marketing Communications	Chapter 15	none

June 21 (Thursday)	<i>Test #2 (Chapters 8-15)</i> Pricing of Services	Chapter 16	3*
June 26 (Tuesday)	The Financial and Economic Effects of Services	Chapter 17	none
	The Integrated Model of Service Quality	Chapter 18	none
	<i>Services Journals & analysis due</i> <i>Discussion of Services Journals</i> <i>and complaint letters</i>		
June 28 (Thursday)	<i>Final Exam (CUMULATIVE)</i>		

* The service chosen for this exercise MUST be one pertaining to Monmouth University (e.g., registration, advising, food service, etc.)

This schedule is subject to change upon notification by the professor.

Virtually all overheads presented in class will be available to students through the Monmouth University WebCT system. Instructions for accessing these overheads are attached to this syllabus.

VIII. ATTENDANCE AND CLASS MAKE-UP POLICY:

Grades are based on academic performance (participation, contribution, and examination). As substantial material not in the text will be covered in class, student attendance is mandatory and will be recorded for each class. More than two unexcused absences during the course will result in an automatic grade reduction (see Grading, below).

Make-up exams will be administered during my office hours, at my convenience, for those who give me prior notification with a well-documented excused absence. There may be a ONE LETTER GRADE PENALTY assessed on ALL make-up exams. Entirely at the discretion of the Instructor, make-up exams may consist solely of discussion questions, or may be ORAL in nature.

Effective Summer 1999, Monmouth University Health Services will change its policy regarding medical excuses. A medical excuse note will be issued to the student at the time of the visit if he/she is found unfit for class due to illness or injury. Thereafter, any documentation of a visit to Health Services must be requested in writing by the professor and with the signed permission of the student. In other words, a medical excuse will be issued if the Health Service determines that the student should not be in the classroom. A medical excuse will not be issued to students who were not treated at Health Services on a given day and/or at a given time.

IX. ACADEMIC INTEGRITY POLICY:

"Academic dishonesty subverts the University's mission and undermines the student's intellectual growth. Therefore, Monmouth University will not tolerate violations of the code of academic honesty. The penalties for such violations include suspension or dismissal, and are explained in the Student Handbook" (Monmouth University 1998-2000 catalog, page 12 & page 57). Specifically, students are responsible for reading and understanding the following sections in the 1998-1999 Student Handbook: Academic Policies (page 119), and Student Code of Conduct (pages 173-192). Pages 175-176 (Cheating) are especially important.

X. REGISTRATION POLICY:

Any student who has registered for this course without either (1) completing prerequisites as itemized in the most recent version of the Monmouth University Undergraduate catalog, or (2) receiving permission prior to registration from both the departmental chair and School of Business Dean/Associate Dean will be subject to administrative withdrawal, which will occur approximately prior to the beginning of the second week of summer session 3 classes.

XI. GRADING AND EVALUATION:

Students are evaluated for final grades according to the following system:

Weight	Component
150 points	Test #1
150 points	Test #2
200 points	Final Exam (COMPREHENSIVE)
50 points	Complaint Letter
100 points	Services Journal
150 points	Services Journal analysis
150 points	End of Chapter exercises
<u>50 points</u>	Participation*
1000 possible points	

* For each unexcused absence over 2, 10 points will be subtracted from the student's total points earned, up to the maximum of 50 points. Students with 2 or fewer unexcused absences will receive bonus points in addition to the 50 points awarded for class attendance according to the following scale:

Number of unexcused absences	Number of bonus points
0	20
1	10
2	0
3	-10
4	-20
etc.	

The Instructor no longer maintains a paper gradebook. All student grades are recorded on the WebCT computed site. Students may access their own grades at any time, but may not (of course) view the grades of other students.

Although the Zeithaml and Bitner text is an excellent one, it is not without errors. I have identified 10 to 12 mistakes in the book, ranging from grammatical errors to errors of logic. Students who have taken this course in the past have identified several other mistakes I missed. Since students are often encouraged to "think critically," there will be bonus points awarded to the first student who identifies each error in the textbook. Suggested errors are to be submitted to the Instructor in a typed format, noting both the error itself and how it might be corrected. Only the first student reporting each error will receive bonus points. The Instructor must agree with both the error and the suggested correction. For each unique error reported, ten bonus points will be added to the student's Participation Grade.

Format of examinations: all examinations will be written in form, and will consist of short discussion and/or multiple-choice questions. For most students, time should not be a problem (i.e., most students will have no difficulty in finishing the exam well within the allotted time).

The following grading scale will be employed:

A = 93% - 100%	C = 73% - 76.9%
A- = 90% - 92.9%	C- = 70% - 72.9%
B+ = 87% - 89.9%	D+ = 67% - 69.9%
B = 83% - 86.9%	D = 63% - 66.9%
B- = 80% - 82.9%	D- = 60% - 62.9%
C+ = 77% - 79.9%	F = below 60%

XII. STATEMENT ON SPECIAL ACCOMIDATIONS:

If there is any student in this class who has special needs because of learning disabilities or other kinds of disabilities, please feel free to come and discuss this with me.

XIII. STUDENT CONDUCT POLICY:

I expect to be (hope to be) on time for every class, and therefore expect students to be on time also. Once in class, students should refrain from leaving until class has been dismissed, unless unusual circumstances should arise. If a student does find it necessary to leave from (and return to) class, this should be done in a manner calculated to be as non-disruptive to the other class members as possible. With respect to dress, students may wear anything you wish to class, provided your apparel meets generally accepted standards of common decency and is not disruptive to the class. In-class conversations and discussions (once class has started) are to be limited to the subject matter at hand; individuals who can or will not follow this policy will be asked to leave (and will not receive credit for attending class that day).

Because course requirement due dates are assigned well in advance, students are expected to turn in all assignments in a timely manner. Late assignments will be penalized 10% per week or part thereof, where "late" is defined as after the beginning of class on the date(s) listed on this syllabus.

If you need some additional help regarding any aspect of this course, I am more than willing to assist you. However, I cannot help you if you do not ask, so please see me during my office hours or call me if you are encountering any problems. Feel free to set up an appointment if you cannot visit me during my office hours. Also, I highly encourage you to communicate to me by e-mail regarding any questions, problems, or concerns that you may have about this class. This entire course will last only 6 weeks this summer. Please note that the end of this very short time period is not the time to start seeking help.

XIV. NOTES TO STUDENTS:

In order to achieve academic success in this course, it is strongly recommended that students read the material and come to class. NO extra credit work will be accepted: final grades depend SOLELY on the grading criteria described in this document.

XV. ACCESSING COURSE MATERIALS ON WebCT

WebCT is a computer-based learning system used at Monmouth University (and literally hundreds of other institutions). It is accessible from the Monmouth University "home page" by executing the following steps:

1. from the MU home page, type in the URL: <http://www.monmouth.edu:8900> and hit ENTER. This will take you to the WebCT @ Monmouth University page.
2. In the center of the page, click on "My WebCT"
3. You will be prompted for a "user name" and a "password". BOTH your user name AND password are your 7 digit Monmouth University student number, preceded by a lower case "s". For example, a user name and password might be "s1234567" (without the quotes). After you've entered a user name and password, click on "OK".
4. You will now find yourself at a general page for ALL courses for which you've registered that have a WebCT component. Click on the course you wish to access (here, BK/BM 498_31).
5. You will find yourself at the WebCT webpage for this course.

Overheads presented in this course will be available to students before the material is covered in class. Since class time is limited, it is recommended that students download copies of the overheads BEFORE class, in order to minimize the time required taking notes (and maximize the time available for listening, thinking, and understanding). Overheads will be available in the Course Content section of the WebCT location for this course. A copy of this syllabus should also be posted in this section. Any changes to the course schedule will be announced in class, and also posted in the Course Calendar section of the WebCT web page.

Grades will be posted in the Gradebook Section.

It is **STRONGLY SUGGESTED** that you change your password after you've first accessed WebCT. This may be accomplished by clicking on the "Change Password" icon at the bottom of the general WebCT page, and following the directions there.

