2014

MKTG 630-01 Services Marketing

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Location: TBD

Williams College of Business Mission Statement
“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

MBA Learning Goals

• Strategic Thinking and Leadership
Learning Goal: WCB MBAs will be able to position organizations in chosen market areas, compete successfully, and satisfy stakeholders with the objective of achieving superior organizational performance.
Corresponding Objectives: (1) MBA students will demonstrate the appropriate knowledge of accounting, finance, management, marketing, and strategic integration; (2) MBA students will demonstrate the ability to articulate a vision and set and prioritize strategic objectives; (3) MBA students will formulate business strategies utilizing their understanding of the key functional areas of business; (4) MBA students will practice and assess their capacity to influence others, collaborate, and encourage cooperation toward organization goals.

• Global Perspective and Cultural Diversity
Learning Goal: WCB MBAs will be able to work across cultural boundaries, whether these are geographical or societal, in that they possess a recognition and appreciation of the global environment of business and an understanding and appreciation of diversity.
Corresponding Objectives: (1) MBA students will evaluate and integrate economic, political, technological, environmental and societal issues into their decision making and show competencies required to compete in the global environment in their analyses; (2) MBA students will incorporate the concepts of global diversity and inclusiveness in their analyses and decision making.

• Ethics and Social Responsibility
Learning Goal: WCB MBAs are able to foster an ethical climate in their roles and responsibilities in business and society.
Corresponding Objective: MBA students will recognize ethical issues and demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.

• Critical Thinking
Learning Goal: WCB MBAs are able to clarify problems, generate and evaluate alternatives using appropriate analytical and quantitative techniques, and draw conclusions.
Corresponding Objective: MBA students will evaluate organizations and recommend optimal strategies and actions demonstrating their ability to understand context, frame problems, and use appropriate analytical and quantitative techniques.
• **Effective Written and Oral Communication**

*Learning Goal:* WCB MBAs are proficient in written and oral communication.  
*Corresponding Objectives:* (1) MBA students will demonstrate their ability to clearly summarize issues and support decisions in writing; (2) MBA student deliver professional presentations accompanied by the appropriate technology; (3) MBA students demonstrate effective interpersonal communications skills in a team setting.

**Course Description**

MKT 630 is a strategy-oriented seminar dealing with problems of marketing-service businesses. This course prepares students to properly manage the marketing effort for service businesses using case analyses, exercises, and projects that deal with critical aspects of service design and delivery.

**Student Learning Objectives**

- To evaluate and articulate implications of unique challenges inherent in marketing and managing services and their impact on service firms.
- To produce written documents and analyses demonstrating the ability to organize and communicate ideas clearly and professionally.
- To evaluate service management problems from an integrative point of view, including diverse business functions, competition and the external environment.
- To integrate the concepts of respect, inclusiveness, and valuing all persons into developing and delivering quality service.
- To demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments.
- To demonstrate the skills necessary to incorporate ethical standards and policies of social responsibility that will create enduring relationships between service firms and their customers and work to the general benefit of society as a whole.

**Required Reading**


**Criteria for Grading and Grading Standards**

Your grade will be computed as follows:

- Class Participation (50 points) 14.3%
- Services Encounter Journal (50 points) 14.3%
- Service Blueprint Assignment (50 points) 14.3%
- Services Case Memos (3 @ 25 points = 50 points) 14.3%
- *Face-to-Face Book* Write-ups (2 @ 25 points = 50 points) 14.3%
- Final Exam (100 points) 28.6%

Further, the grading scale is:

- 326-350 points (93%-100%) A
- 315-325 points (90%-92.9%) A-
- 305-314 points (87%-89.9%) B+
- 290-304 points (83%-86.9%) B
- 280-289 points (80%-82.9%) B-
- 245-279 points (70%-79.9%) C
- <245 points (<70%) F
In-Class Participation and Classroom Conduct

An underlying assumption of this course is that students learn best and retain the most through active participation in the learning process. Therefore classroom sessions will consist of a mixture of lectures and interactive class discussions of assignments. You are expected to read the assigned chapters prior to the class meeting for which they are assigned. The value of discussion will be heavily influenced by the participation and performance of each of us. Everyone is expected to contribute on a regular basis. The subject matter of services marketing invites lively discussion. Your knowledge and understanding will be much enhanced through a stimulating exchange of ideas and vocal examination of concepts.

Service Encounter Journal

On October 2nd, you will turn in a service encounter journal. The purpose of this assignment is to understand and evaluate the service encounter from your own perspective as a consumer. Based on this assignment you will gain understanding of how you, as a consumer, evaluate service. You will also learn some important lessons that should help you as a manager. There are two parts to this assignment:

- Service Encounter Journal Entries - We all routinely experience service encounters (e.g., doctors, restaurants, banks, airlines, dry cleaners, hair stylists, libraries, etc.) You are asked to complete 15 journal entry forms by keeping a journal of your service encounters over a period of at least 2 weeks. Provide enough detail that someone reading your journal entries could visualize the incident and understand your reaction. Record a variety of types of encounters – some satisfying, some dissatisfying, some neutral – from different industries.
- Personal Insights - What have you learned from this assignment about yourself as a consumer? What have you learned from this assignment that will help you be a better manager in the future? Use some of the concepts from this course to focus your answer to this question. This part of the assignment should be 2-3 pages in length, single-spaced paragraphs.

Service Blueprint Assignment

On December 4th, you will turn in a service blueprint. The purpose of this project is for you to develop your skills in service blueprinting and your ability to communicate the meaning of the blueprint and its uses to managers. There are two parts to this project:

- Service Blueprint -- Choose a service you are familiar with. It can be a service provided to external customers or an internal service provided to employees inside an organization. It can be a service that stands on its own or a service that supports a manufactured product. Blueprint the service using material in Chapter 8 and the other examples discussed in class as guides.
- Memo to Management -- Assume you are a consultant to the managers who are responsible for the service you have blueprinted. Write a memo addressed to them that explains the blueprint and discusses at least two ways the blueprint could be used. The memo should be 2-3 pages, single-spaced paragraphs.

Case Memos

Two cases that are located in the back of the Services Marketing textbook will be discussed in class during the semester. Individual memos will be due at the beginning of class on the date that the case is discussed. Case memos will follow a business memo format (single-spaced paragraphs/double-spaced between paragraphs) and should be approximately 2-3 pages in length. The case memo is to contain (a) a brief summary of the case, (b) identification of the major problem(s) facing and/or opportunities available to the company at the time that the case concludes, and (c) three alternative courses of action for overcoming problems and exploiting potential market opportunities. We will discuss your thoughts, ideas, and compare various alternative courses of action during class.
The Face-to-Face Book Write-Ups

We will devote a portion of two classes discussing assigned chapters from the book *The Face-to-Face Book*. For each assignment, you will turn in a write-up for that evening's assigned chapters (Part 1: Chapters 1-4, Part 2: Chapters 5-9). The write-up will include a brief summary followed by your insights and ideas regarding the material (assuming the role of a senior services marketing manager). What you choose to cover in this second part of the write-up is up to you, but be sure that you convey to me that you've not only read and digested the material but that you've thought about its implications in relationship to your work experiences and your experiences as a consumer. Each paper should be 3 to 4 pages in length, single-spaced, double spaced between headings and paragraphs.

Final Exam

There will be take-home final exam that will be used to assess your understanding and application of several of the major topics covering class lecture material from the *Services Marketing* textbook. The final will be worth 75 points and due at the time of our scheduled final exam date. More details will be given about the exam during the semester.

Academic Integrity

Academic integrity is fundamental to the process of learning and evaluating academic performance. Academic dishonesty will not be tolerated. Academic dishonesty includes, but is not limited to, the following: cheating, plagiarism, tampering with academic records and examinations, falsifying identity, and being an accessory to acts of academic dishonesty. Refer to the University's Academic Honesty policy, beginning on page 17 of the *Student Handbook*.

Canvas Communication

Course documents and student grades will be available on Canvas. Please check Canvas on a regular basis. Also be sure to download any documents or upcoming PowerPoint slide materials to help facilitate your note-taking prior to each class. Further, important course announcements, including guest speakers, will be posted on Canvas.

COURSE OUTLINE

**August 28**
*Read Services Marketing Chapter 1: Introduction to Services*

**Class Topics:**
- Introductions
- Review of syllabi
- Why services matter and why study services marketing

**September 4**
*Read Services Marketing Chapter 2: Gaps Model of Service Quality & Chapter 3: Consumer Expectations of Service*

**Class Topics:**
- Differences between goods and services
- The gaps model of service quality
- Meaning and types of services expectations
- Factors that influence customer expectations of services

**September 11**
*Merrill Lynch Case Memo Due*

*Read Services Marketing Chapter 4: Customer Perceptions of Service*
Class Topics:
- Class discussion of Merrill Lynch
- Customer perceptions and customer satisfaction
- Service quality and its dimensions

**September 18**
*Read Services Marketing Chapter 5: Listening to Customers through Research*
Class Topics:
- Using research to understand customer expectations
- Elements of an effective services marketing research program

**September 25**
*Read Services Marketing Chapter 6: Building Customer Relationships*
Class Topics:
- Relationship marketing and how it benefits both firms and customers
- Foundations and levels of relationship strategies

**October 2**
*Service Encounter Journal Due*
Class Topics:
- Class discussion of service encounter journal assignment
- Guest Speaker

**October 9**
No class – Fall Break

**October 16**
*JetBlue Case Memo Due*
*Read Services Marketing Chapter 7: Service Recovery*
Class Topics:
- Class discussion of JetBlue
- The impact of service failure and recovery
- How customers respond to service failures
- Service recovery strategies

**October 23**
*Read Services Marketing Chapter 8: Service Innovation and Design & Chapter 9: Customer-Defined Service Standards*
Class Topics:
- Challenges of service design
- Service blueprinting
- Class discussion of service blueprint assignment, due 12/04/14
- Hard and soft customer-defined standards
- Process for developing customer-defined service standards

**October 30**
*Face-to-Face Book Write-up #1 Due*
*Read Services Marketing Chapter 10: Physical Evidence and the Servicescape*
Class Topics:
- Class discussion of Write-up #1
- Types of servicescapes
- Approaches for understanding servicescape effects
- Guidelines for physical evidence strategy
November 6
Read Services Marketing Chapter 11: Employees’ Roles in Service Delivery
Class Topics:
- Critical importance of service employees
- Boundary spanning roles
- Guest speaker

November 13
Face-to-Face Book Write-up #2 Due
Read Services Marketing Chapter 12: Customers’ Roles in Service Delivery
Class Topics:
- Class discussion of Write-up #2
- Customers’ roles in service delivery
- Strategies for enhancing customer participation

November 20
Read Services Marketing Chapter 13: Managing Demand and Capacity
Class Topics:
- Understanding capacity constraints and demand patterns
- Strategies for matching capacity and demand
- Waiting line strategies

November 27
No class - Thanksgiving

December 4
Service Encounter Journal Due
Read Services Marketing Chapter 14: Integrated Service Marketing Communications
Class Topics:
- Class discussion of service encounter journal assignment
- Key service communication challenges
- Strategies to match service promises with delivery

December 11
Read Services Marketing Chapter 15: Pricing of Services & Chapter 16: The Financial and Economic Effect of Service
Class Topics:
- Approaches to pricing services
- Offensive and defensive marketing effects of service
- Key drivers of service quality, customer retention, and profits
- Discussion of final exam

December 18
**Final Exam Due**