

**SYLLABUS**  
**MBA 674**  
**Services Marketing**

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Course URL: [www.blackboard.com/courses/MBA674](http://www.blackboard.com/courses/MBA674)

Office Hours: 3:00 p.m. to 4:30 p.m., Wed. or by appointment

Text: *Services Marketing*, Zeithaml & Bitner, 2<sup>nd</sup> Edition, McGraw-Hill Publishers, 2000.  
Various assigned readings.

Course Objectives:

Services marketing poses special challenges for managers due to the differences between goods and services. These challenges include customer satisfaction measurement and management; coordination of marketing and operations in the design and implementation of service delivery; the development of human and technical skills of employees that deliver services; and the utilization of emerging technology.

The goals of this course are:

- To develop students' understanding of those aspects of marketing that are of particular relevance to service producing organizations.
- To present strategies and approaches for addressing these challenges, and
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.

General Policies:

- Student attendance and participation in each meeting is expected. A letter grade hangs in the balance.
- There is no provision for make-up work.
- Please, no pagers or phones that "beep".
- Do not come in late - wait until the break.

### Grading:

Final Exam	15%
Service Journal	15%
Team Project Presentation	20%
Team Project Paper	15%
Cases	25%
Participation	10%
Total	100%

### Grading Scale

A = 90 points or more

B = 80 to 89

C = 70 to 79

F = Below 70

### TEAM ROLES AND RESPONSIBILITIES

The class will be divided into teams for class discussion and presentation purposes. Each team will consist of not more than 5 and not less than 4 students, randomly selected from the class. Teams have three functions in this class:

- 1) In-class discussion. Six cases are assigned during the semester. In class the professor will ask each team to prepare and present responses or solutions to the cases. Performance in these discussions will be evaluated as part of the student's participation grade.
- 2) Service Journal Presentations. Students will keep service encounter journals in which you record personal service experiences. Each journal entry reflects one discrete encounter and a structured form is used to record information about the encounter. An example of the form is found at the end of the syllabus. Service journals will be kept from **August 29<sup>th</sup>** to **September 12<sup>th</sup>**.
- 3) On **September 5<sup>th</sup>** and **September 12<sup>th</sup>** groups will meet to analyze and categorize their service encounters. As part of the analysis common sources of customer satisfaction/dissatisfaction will be identified. The service journal exercise will conclude with the group identifying specific and actionable managerial recommendations. Groups will present the results of their analysis on **September 19<sup>th</sup>**.
- 4) Each group will be responsible for a marketing audit of a service organization. The audit will be a two-step process. Step one will consist of a situational analysis and problem area assessment. Specific items to be included are:
  - Industry description and company background
  - Customer profile (current & potential segments)

- Service environment and personnel.
- Competitive analysis
- Marketing mix issues
- Problem(s) Statement

A paper (5%) and a presentation (5%) describing areas of strengths and weakness will be prepared for **October 10<sup>th</sup>**.

Step two will delve further into problem analysis and will conclude with recommendations for improvement and growth. Specific items to be included are:

- Revision and summary of previous report
- Refinement of problem statement
- Recommendations for improvement

Information regarding the service organization should be drawn from the public domain as well as private sources. Academic and trade publications should be cited. Internet sources should be used. Market and financial information from company records should be obtained. Primary research may be conducted. Additional details regarding the project will be given in class.

Presentations (15%) detailing the results of the project will be made on **December 5<sup>th</sup>**. All team members are expected to participate in the presentations. A corresponding paper (10%) is also due on **December 5<sup>th</sup>**. Papers are to be double-spaced.

The assignment of the group's grade will be based on the following criteria:

1. Thoroughness of the background research.
2. Viability and appropriateness of the recommendations.
3. The quality and clarity of the oral presentation.
3. The quality and clarity of the written report.

Individual grades will be determined from the team's grade and modified based on peer evaluation of participation. Team members will be asked to evaluate other members using a letter grade format (A, B, C...). Members receiving an average grade of B or above will receive the team's grade. Team members receiving an average grade of C will receive a grade one letter lower than the team grade. An average grade of D will receive a grade two letters lower and so on.

### STATUS REPORTS

The teams are called on to prepare status reports for the term project. The reports are due on **September 19<sup>th</sup>** and **November 7<sup>th</sup>**. The reports are to describe:

- 1) What has been done to complete the term project?
- 2) What needs to be done?
- 3) When the tasks will be done.

Status reports should identify specific activities and dates for completion. Status reports are to be

typed, presented orally in class, and handed in.

## TEAM RESPONSIBILITIES

From your team experience you should have a:

- sense of ownership in the team's product
- fair forum for sharing your opinions
- gain an appreciation of the value of diversity in developing solutions to complex problems
- gain an appreciation for an interdisciplinary approach to problem solving

Your responsibilities to the team include:

- to be cooperative and productive in meetings
- contributing conceptual and analytical thinking
- punctuality and attendance at all team meetings
- participating in oral presentations
- meeting all designated deadlines
- fully participating in the research and development of all team assignments
- to objectively evaluate peers as contributing team members

Should your team have a non-productive member:

In the event that a team member chooses not to fulfill his/her responsibilities, it is in the best interest of the team to elect to relieve that member of future obligations through dismissal.

### Process of Dismissal

- A team meeting will be called at which grievances will be aired and a secret ballot to dismiss will be taken. The non-productive member should be notified of the meeting, but does not need to be present.
- The decision to dismiss must be unanimous. All team members must indicate that decision on the peer evaluations. This decision should be based on "team-productivity". It is not personality based but solely based on the ability of each member to contribute to the team's projects. The appropriate posture is "you are a \_\_\_\_\_ (fun, nice, etc. ...) person, but you seem to be unwilling to fully participate as a working member of the team".
- The decision will be forwarded to the professor along with corresponding document listing specific grievances against the non-productive member. Said correspondence is confidential.

The "Free Agent"

The professor will confidentially send the dismissed member a "notification of dismissal" which will outline the options available (refer to the notice).

### NOTIFICATION OF DISMISSAL

A decision has been made to relieve you of any further obligations to your team. Your options are

- to be re-evaluated and potentially rehired by your original team
- to be hired into another team
- to conduct the next case analysis individually and present the analysis orally to the faculty

You must have a decision regarding the above options by \_\_\_\_\_.

Please address a memo to the professor informing him of your choice.

### CASE ANALYSIS

Cases are assigned for class discussion. All of the cases are found in the text. Each student will prepare a one-page, typed brief. The brief should:

- advocate a specific course of action, and
- provide a convincing defense of why the selected course of action is recommended.

Each case brief should have two main sections: 1 Proposed Action, and 2 Rationale.

Students will use their case briefs as they prepare the group response to the cases' problems. Students will hand in their briefs for evaluation by the professor, at the end of class.

Six cases are assigned. Students should hand in five case briefs. If you would like to improve your score on your cases briefs, a sixth brief may be handed in. If this option is chosen, the top five scores will be used to calculate your final grad. The write-up of case briefs accounts for 25% of the total grade. Group response to the case will be evaluated as part of the class participation grade.

### FINAL EXAM

The final exam will be a take home final. It will be given out on the last day of class. The exam is due back at my office no later than 6 p.m. December 12th. **NO EXCEPTIONS.** The exam will be a case.

## MBA 674 Class Calendar

Note: This calendar is subject to change. If you miss class, check with a member of your team.

Date	Topic	Chapter Material
8/22	Introduction Assign Groups	
8/29	Differences in Services Marketing <b>Service Journals Start</b>	1, 2
9/5	Virgin Atlantic (case) Group Analysis of Service Journals	1, 2, 3, 4, 7, 9, 10, 14, 15, 16, 18 Service
9/12	Quality, Satisfaction & Retention Group Analysis of Service Journals	4, 17, 18
9/19	<b>Service Journal Presentation Status Reports Due</b>	
9/26	Researching Service Customers	5
10/3	Custom Research (case)	5, 6, 8, 11, 16, 17
10/10	<b>Marketing Audit Problem Presentations All Papers Due</b>	
10/17	Relating to Service Customers	6, 7
10/24	Euro Disney (case)	2, 3, 4, 7, 9, 11, 12, 13, 18
10/31	Developing Services	8,10
11/7	Ernst & Young (case)	5, 8, 11, 12, 13, 16
11/14	Employee & Customer Roles in Service Delivery Quality Improvement (case)	11, 12 3, 5, 8, 9, 11, 12, 13
11/21	General Electric (case)	6, 7, 12, 15, 16
11/28	Expanding Service Delivery Promoting & Pricing Services	13, 14, 15, 16
12/5	<b>Final Presentations – All Papers Due All Peer Evaluations Due/ Final Exam Handed Out</b>	
12/12	<b>Final Exam Due 6:00 p.m.</b>	

## **MICHAEL R. BOWERS**

Michael R. Bowers received his Ph.D. in Business Administration from Texas A&M University in 1985. He is currently the Chair of the Management, Marketing and Industrial Distribution Department and a tenured Professor of Marketing in the Graduate School of Business at the University of Alabama at Birmingham (UAB) with a secondary appointment in the Department of Health Administration, School of Health Related Professions. Dr. Bowers is also a Senior Scientist in the Center for Outcomes and Effectiveness Research and Education (COERE) and a Senior Scholar in the Sparkman Center for International Public Health Education at UAB. Dr. Bowers served as an adjunct professor of the Graduate School of Economics and Business, at the Catholic University of Portugal, in Lisbon, 1997.

Dr. Bowers's research interests include product/quality management, new product development and the management of organizational innovation, personal selling and sales management, primarily in service industries. Mike has published over thirty five articles in several journals including: the *Journal of Business Research*, *Medical Care Review*, *Hospital and Health Services Administration*, *Health Care Management Review*, the *Journal of Health Care Marketing*, the *Journal of Services Marketing*, the *Journal of Personal Selling and Sales Management*, the *Journal of Retail Banking* and the *Journal of Marketing Education*. Mike served as a member of the editorial review board for the *Journal of Health Care Marketing* from 1990 to 1997. Mike has written several articles for magazines such as *Bank Marketing* and *The Bankers Magazine*. Mike was a co-author of the book *Bankers Who Sell*.

He has presented several papers at national conferences including the American Marketing Association Services Conference, the Faculty Consortium and the Academy of Marketing Science. At the request of the Portuguese Secretary of State, Mike addressed the Comissao Sectorial da Qualidade para a Saude in November of 1998. His presentation was entitled "Healthcare Service Quality Measurements and Methodology". The material from the presentation will be included in a forthcoming book, published by the Portuguese Institute of Quality.

Dr. Bowers has received several awards for teaching and research including the 1996 UAB Presidents Award for Teaching Excellence and the 1990 Ingalls Award for outstanding educator at UAB. Dr. Bowers teaching interests are in sales management, and services marketing. He also teaches a course on health care marketing in the Masters of Health Administration program.

Dr. Bowers has conducted several sales and marketing conferences for prominent banks, health care systems, engineering firms, other businesses and professional associations around the country. His client list includes such companies as the Xerox Corporation, AmSouth Bank, Compass Bank, UAB Hospital, Baptist Health Care System, Regions Investments, TRI\*KES and Curative Technologies.

Dr. Bowers was a Doctoral Consortium Fellow for the American Marketing Association. He is a member of Alpha Mu Alpha and Beta Gamma Sigma honorary societies. Mike is an active member of several professional associations including the American Marketing Association, and the Academy of Marketing Science.

Before beginning his doctoral studies, Mike was an instructor at Southern Illinois University-Carbondale, where he also received his MBA. Prior to beginning graduate work, Dr. Bowers was employed for three years with Ortho Pharmaceutical as a sales representative. He won several sales awards in this position. Mike received his BA degree from Florida State University .



**MBA 674  
TEAM PRESENTATIONS  
EVALUATION FORM**

Team: \_\_\_\_\_

\_\_\_\_\_

	Less than Adequate	Adequate	Good	Excellent
Originality/ Creativity:				
Clarity/Logic of Presentation:				
Industry Description/ Company Background				
Customer Profile (Current & Future)				
Service Environment/ Personnel				
Competitive Analysis				
Marketing Mix				
Product				
Price				
Promotion				
Distribution				
Problem Statement				
Recommendations				
Comments: _____				

Grade \_\_\_\_\_

## Group 1 Incidents: Employee Response to Service Delivery Failures

Incident

	Satisfactory	Dissatisfactory
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A. Response to  
Unavailable Service

B. Response to  
Unreasonably Slow Service

C. Response to  
Other Core Service Failures

## Group 2 Incidents: Employee Response to Customer Needs and Requests

Incident

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Satisfactory	Dissatisfactory
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A. Response to  
“Special Needs” Customers

B. Response to  
Customer Preferences

C. Response to  
Admitted Customer Error

D. Response to  
Potentially Disruptive Others



## Group 3 Incidents: Unprompted and Unsolicited Employee Actions

Incident

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	Satisfactory	Dissatisfactory
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A. Attention Paid to Customer

B. Truly Out-of-the Ordinary  
Employee Behavior

C. Employee Behaviors in the  
Context of Cultural Norms

D. Gestalt Evaluations

E. Performance Under  
Adverse Circumstances