

Monmouth University
School of Business Administration, Department of Management and Marketing
Course Outline for BK 421 01: Marketing of Services
Fall 2013

Monday and Thursday, 2:30 p.m. - 3:45 p.m., Bey Hall Room 128

"Marketing is so basic that it cannot be considered a separate function ... it is the whole business seen from the point of view of its final result, from the customer's point of view."

– Peter Drucker

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

Associate Professor of Marketing and Health Care Management
Coordinator, Graduate Health Care Management Concentration

OFFICE: Bey Hall Room 148

OFFICE HOURS: Monday, 1:00 p.m. – 2:30p.m., 3:45 p.m. – 4:30 p.m.
Thursday, 1:00 p.m. – 2:30p.m.
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II. MARKETING OF SERVICES

PREREQUISITES: BK 250 (Principles of Marketing)

COURSE DESCRIPTION: This course examines the applications of the conceptual framework of marketing 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, especially the “developed” world) is dominated by services. Yet, traditionally business school courses have focused on the product sector of the economy. This course is designed for those students who may be interested in working in service industries, or in a service capacity in a manufacturing business (note, this includes basically ALL students). 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 Ps of marketing, plus 3 more: **P**hysical environment, **P**rocesses, and the **P**eople involved in service transactions;
4. to understand and be able to discuss key issues concerning the marketing and measurement 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 naïve service consumers.

IV. REQUIRED TEXTS:

Valerie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler (2013), Services Marketing: Integrating Customer Focus Across the Firm, Sixth Edition, New York: McGraw-Hill/Irwin. This textbook will be referred to in this syllabus as ZBG.

LINKS Service Quality Management Simulation (available online only).

LINKS is a comprehensive services quality management simulation in which firms compete against each other in a simulated industry. Each firm will consist of students randomly selected by the Instructor. If they wish, students may submit to the Instructor the names of no more than 2 other students in the class with whom the student does not want on his/her team. The simulation will require that each student utilize all of their marketing and marketing management skills. Specifically, LINKS will provide each student the opportunity to experience and better understand the dynamic and inter-related nature of services decision making. Through the LINKS simulation, each student will have the opportunity to:

1. Define market opportunities and select target market segments
2. Conduct relevant market analyses
3. Establish price, promotion, advertising, sales force and R&D policy to support new and existing services
4. Conduct marketing research and analyze the results in a managerially useful fashion
5. Coordinate management/marketing programs and operations capabilities

To access LINKS Services Marketing materials (e.g., manual, FAQs, Resources, etc), go online to: <http://www.links-simulations.com/indexvariant.php?variant=SMktg>

To pay for the simulation: Purchase on line at a cost of \$35 from the following web site: <http://www.links-simulations.com/PHP/EMAM.php?action=payments>. Each and every team member/student in this course must pay for access, or the entire team's quarterly results will be embargoed until all students on the team have paid the fee. **NO EXCEPTIONS!! LINKS must be purchased no later than 5 pm, 10/14/13. If LINKS is NOT purchased by this required date & time, 2 points will be subtracted from the final average of each student failing to purchase LINKS by the deadline.**

Payment for LINKS is separate from access to the LINKS participant's manual. You may freely access, download, and print the participant's manual for LINKS at any time via the LINKS website (see web link above). Thus, you may access the LINKS participant's manual, and begin reading it, before you pay for LINKS. (The LINKS participant's manual has no inherent stand-alone value; thus, it's freely available via the LINKS website. Access to the LINKS experience has significant value, and everyone pays for that access.)

The \$35 LINKS price reflects a discount for early payment (i.e., payment on or before October 14, 2013). Students paying for LINKS after this date do so at the full (non-discounted) price, which is 25% higher than the discounted price.

Anyone who prefers to not pay via the web may pay by personal check or money order. Such a check or money order (in US\$) should be made payable to "Randall G. Chapman" and sent to Randall G. Chapman, 320 Forest Haven Drive, Winter Garden, FL 34787. Please note that checks with insufficient funds incur an extra processing fee of \$25 before payment/registration for a LINKS event will be deemed to be complete.

Late submission of LINKS decisions is not possible, under any circumstances – if decisions are not submitted on time (specific Thursdays at 5:00 p.m.), the previous quarter's LINKS decisions will "carry over" (and these particular decisions may or may not be the decisions that your LINKS team wants). Remember, the LINKS market, like virtually every other market, is to some extent volatile, with the decisions of the various teams (firms) affecting each other AND the market itself.

V. ASSIGNMENTS:

You should read the assigned chapters of the textbook and the LINKS manual before they are covered in class. Reading assigned materials prior to class will allow for more meaningful class discussion. If you don't read the LINKS materials before class, the in-class presentation will make little or no sense! Do not be misled by the relatively short page length of the LINKS Services Marketing manual. This will most probably be the hardest book you'll ever have to read, as its nothing but FACTS – no pictures and minimal tables – absolutely no "fluff." You will probably find that you can't read it for more than 15-20 minutes at a time without realizing that you have no idea what you've just read! I suggest that you read/skim the manual quickly once, and then go back and read it relatively carefully. It will make more sense the second time. If you read it a third time, you should probably begin to realize that, "between the lines," there are even HINTS which you missed on earlier readings. If you try to read this manual the night before the LINKS test, you're probably doomed!

VI. CLASS SCHEDULE:

Date	Day	Topic/Important Event(s)	Reading
9/5/13	Th	Discussion of Course Syllabus and expectations	
9/9/13	M	Introduction to Services	ZBG Chapter 1
9/10/13	T	End of Drop/Add	
9/12/13	Th	Customer Expectations of Services	ZBG Chapter 3
9/16/13	M	Customer Perceptions of Services	ZBG Chapter 4
9/19/13	Th	Understanding Customer Expectations and Perceptions through Marketing Research	ZBG Chapter 5
9/23/13	M	Test #1 (ZBG Chapters 1, 3-5)	
9/26/13	Th	Review of Test #1 LINKS I	Read the first half of the LINKS manual (twice!)
9/30/13	M	LINKS II Last day to submit names of 2 other students NOT to be on your team	Read the second half of the LINKS manual (twice!)
10/3/13	Th	LINKS III	Re-read the first half of the LINKS manual <u>carefully</u>
10/7/13	M	LINKS IV Random selection of students into LINKS teams	Re-read the second half of the LINKS manual <u>carefully</u>
10/10/13	Th	Fall Holiday – NO CLASS	
10/14/13	M	Final date for LINKS payment at the “discounted” price of \$35 Test, LINKS basics LINKS Quarter 3 results distributed	
10/17/13	Th	Review of LINKS basics test Building Customer Relationships LINKS Quarter 4 decisions due	ZBG Chapter 6
10/21/13	M	Service Recovery	ZBG Chapter 7
10/24/13	Th	Service Development and Design LINKS Quarter 5 decisions due	ZBG Chapter 8
10/28/13	M	Customer-defined Service Standards	ZBG Chapter 9
10/31/13	Th	Physical Evidence and the Servicescape LINKS Quarter 6 decisions due	ZBG Chapter 10
11/4/13	M	Test #2 (ZBG Chapters 6-10)	
11/5/13	T	Withdrawal Deadline	
11/7/13	Th	Review of Test #2 Employees' Roles in Service Delivery LINKS Quarter 7 decisions due	ZBG Chapter 11
11/11/13	M	Customers' Roles in Service Delivery	ZBG Chapter 12

11/14/13	Th	Managing Demand and Capacity LINKS Quarter 8 decisions	ZBG Chapter 13
11/18/13	M	Integrated Services Marketing Communications	ZBG Chapter 14
11/21/13	Th	Pricing of Services LINKS Quarter 9 decisions due (note, quarter 10 decisions will be “re-run” of quarter 9’s input decisions; i.e., quarters 9 and 10 will be a “double run”)	ZBG Chapter 15
11/25/13	M	Financial & Economic Impacts of Services	ZBG Chapter 16
11/26/13	T	Test #3 (ZBG Chapters 11-16)	
11/28/13	Th	Thanksgiving Break – NO CLASS	
12/5/12	M	Catch Up Day/LINKS Teams prepare for Presentations	
12/9/12	Th	Presentations by LINKS teams	
12/12/12	M	Presentations by LINKS teams	

Final Exam (CUMULATIVE) – TBD

The dates in this schedule are approximate. Therefore this schedule is subject to change upon notification by the professor.

VIII. ATTENDANCE AND CLASS MAKE-UP POLICY:

Grades are based on academic performance. As substantial material not in the text will be covered in class, student attendance is expected and will be recorded for each class.

Students who find it necessary to miss a Test should contact the Instructor BEFORE the date of the Test, with an explanation as to why the Test cannot be taken as scheduled. Students who fail to notify the Instructor before missing a Test will be subject to a 10 point penalty on their Test grade. ALL students missing Tests MUST complete a make-up Test within 1 week of the original Test date, or a grade of ZERO will be recorded for the missed Test, except in the case of a documented medical excuse. At the sole discretion of the Instructor, make-up Tests may be subject to a 10 point penalty, may consist entirely of discussion questions, or may be oral in nature (or some combination of the above).

IX. ACADEMIC INTEGRITY POLICY:

1. Academic dishonesty subverts Monmouth University's mission and undermines the student's intellectual growth. Therefore, the University has an obligation to ensure that each student's academic practices in written and oral assignments, examinations, or other academic work—in regular, hybrid, and online formats—is his/her own. Dishonesty in such practices will not be tolerated.
2. Students are required to know what constitutes plagiarism. A plagiarism tutorial certificate shall be submitted to the professor upon request. The tutorial can be obtained online at: <http://library.monmouth.edu/tutorials/plagiarism.swf>.

For additional guidance on the subject, consult:

<http://library.monmouth.edu/help/subjectguides/plagiarism.pdf>.

3. Students should consult the *Student Handbook* for University procedures on academic dishonesty and academic disciplinary charges. The Professor has the sole discretion to impose any of the sanctions based on the severity of the situation in accordance with the policies and procedures as set forth in the *Student Handbook*. If the student believes the Professor's decision is unjust, the student has the right to appeal in accordance with the policies and procedures as set forth in the *Student Handbook*.
4. To be more explicit, if the Instructor catches any student violating the University's Academic Integrity Policy, ESPECIALLY cheating, he will do his best to try to get that student dismissed from the University. These efforts on the part of the Instructor may not be successful, but that will not be because of lack of trying. In any case, any student found in violation of the University's Academic Integrity Policy will receive a grade of "F" for the course.

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 second week of classes.

XI. GRADING AND EVALUATION:

Tests will normally consist of about 70% multiple choice items, and about 30% discussion/short answer questions. An exception to this generalization is the LINKS test, which will consist entirely of multiple choice questions. All multiple choice questions which were answered incorrectly by half the class or more will be discarded, and every student will receive credit for the discarded item(s). Students who answered one or more “discarded” items correctly will NOT receive double credit for the discarded item(s).

For virtually all students, time should not be a problem (i.e., the vast majority of students will have no difficulty in finishing the exam well within the allotted time).

Students are responsible for bringing to class each day whatever additional materials they deem necessary. This specifically includes a number 2 pencil with an eraser to be used to fill out the scan-tron sheet on the day of a test. No writing implements of any kind will be supplied by the Instructor.

Each student will be allowed to OMIT one of the discussion questions without penalty. However, the omitted discussion question MUST have the word “OMIT” clearly written in the answer space for the question to be omitted. If no “OMIT” appears clearly in an answer space of one of the discussion questions, the LAST discussion will automatically be omitted (i.e., the last discussion question, regardless of the merit of its answer, will NOT be graded). Graded tests will be reviewed in class, normally the first class day after the test was administered. Students will be allowed to question their grade, based upon either accuracy of their answers to specific questions or purported mathematical errors by the Instructor. Student grading concerns MUST be written on the front of the test paper itself, as ALL tests will be collected by the Instructor after the test is reviewed in class. Test grades are not finalized until all grade disputes have been resolved (to the Instructor’s, not necessarily the student’s, satisfaction).

Attendance will be kept by means of a Sign-In Sheet, which will be alphabetical **by last name**. Students are to **print** their names clearly in one of the spaces associated with their last name. Students whose names are written instead of printed, are undecipherable and/or those printing their name in the wrong section will not be counted as present.

Students final grades will be calculated according to the following weighting system:

Component	Weight
Test #1	150 points
LINKS Test	100 points
Test #2	150 points
Test #3	150 points
Final Exam (COMPREHENSIVE)	150 points
LINKS Team Results	150 points
LINKS Team Presentations*	100 points
LINKS Team Peer Evaluation	50 points
LINKS Team Firing Memo	50 points
	1050 possible points

During the last week of class, each student team will make a 15 minute presentation to the entire class, based upon the supposition that their team performed so well that they were being promoted, and the presentation was to an incoming management team which was to take over their firm. Each presentation should include the following:

1. what happened during the simulation
2. why it happened
3. recommendations to the incoming team (strategy, data analysis, etc.)

* Presentations will be made in reverse order of finish (i.e., team finishing in last place will present first, team finishing in first place will present last). While teams generally “live or die” together (i.e., all members of each team will receive the same grade, it is possible than one team member will CLEARLY better or worse in the team presentation, in which case that individual would receive a higher or lower grade than the other members of the team receive).

Each student will evaluate the other members in his/her team. This evaluation will be confidential. Note, evaluation is a managerial function!

Extra Credit Opportunities:

Although the ZBG text is an excellent one, it is not without errors. I have identified 23 mistakes in the book, ranging from grammatical errors to errors of logic. Students who have taken this course in the past have identified approximately 10 additional mistakes I missed. Since students are often encouraged to "think critically", there will be a bonus awarded to the first student who identifies each error in the textbook. Suggested errors are to be submitted to the Instructor via email, noting in the subject line “BK 421 – textbook error”, explaining both the error itself and how it might be corrected. Only the first student reporting each error will receive a bonus (thus the email requirement). The Instructor must agree with both the error and the suggested correction. **For each unique error reported and deemed acceptable by the Instructor, 1 point will be added to the student’s final average for this course.** Note, the error must be in a chapter/section of the book which

has already been covered in class. In other words, you cannot report an error in chapter 6 of the ZBG textbook until chapter 6 has been completely covered in class, not can you report an error in the ZBG textbook in a section not covered in the course (e.g., one of the cases in the back of the book). This policy applies to the ZBG text only, NOT the LINKS Service Quality Management readings.

On September 26, 2013, there will be a Career in Marketing Panel in the H.R. Young Auditorium of Bey Hall from 5:30 pm – 8:30 pm. MU students may attend this event free of charge, but must present a valid and current MU identification at the door. Light faire and refreshments will be served. Students attending this event will receive 5 points extra credit on Test #2. Note, if you wish to attend, you must preregister at www.amacareersinmarketing.eventbrite.com.

There are several key performance indicators (KPIs) in LINKS. Excellent performance (defined as being in the top 20 teams in the world) will result in bonus points added to each team members' final grade. Members of teams placing in the "top 10" in the world in any given quarter will receive 3 points added to their final average for each such occurrence; members of teams scoring in the "second 10" (i.e., placing 11th to 20th) will receive 1 point added to their final average for each such occurrence. Last fall, members of three teams received such bonus points (and also received recognition of their achievement both in class and in the Outlook, the student newspaper). One team placed 3rd of approximately 350 teams in the world for one quarter on the KPI of Forecasting Accuracy (and received 3 points each on their final average); the same team placed 10th in the world for one quarter on the KPI of Improvement in Net Income as a Percentage of Revenue (and received another 3 points each on their final average); another team placed 19th in the world on the KPI of Improvement in Net Income as a Percentage of Revenue (and received 1 point each on their final average).

The following grading scale will be employed:

A = 93% - 100%	C = 73% - 76.99%
A- = 90% - 92.99%	C- = 70% - 72.99%
B+ = 87% - 89.99%	D+ = 67% - 69.99%
B = 83% - 86.99%	D = 63% - 66.99%
B- = 80% - 82.99%	D- = 60% - 62.99%
C+ = 77% - 79.99%	F = below 60%

XII. STATEMENT ON SPECIAL ACCOMODATIONS:

Students with disabilities who need special accommodations for this class are encouraged to meet with the appropriate disability service provider on campus as soon as possible. In order to receive accommodations, students must be registered with the appropriate disability service provider on campus as set forth in the student handbook and must follow the University procedure for self-disclosure, which is stated in the University *Guide to Services and Accommodations for Students with Disabilities*. Students will not be afforded any special accommodations for academic work completed prior to the completion of the documentation process with the appropriate disability service office.

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 they wish to class, provided their 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).

All cell phones, blackberries, etc. are to be turned off in class (including the Instructor's cell phone!). Students who do not adhere to this policy will be penalized, either by being asked to leave the class or by being selectively "called upon" to answer questions for the remainder of the class.

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 stop by my office during my office hours or email me to set up an appointment if you are encountering any problems. Include in your email a telephone number where you can be reached - trying to set up an appointment via email messages is inefficient and frustrating. I highly encourage each student to communicate with me regarding any questions, problems, or concerns about this course. The end of the semester 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 assigned material and come to class. NO extra credit work, other than that previously described in this Syllabus, will be accepted. Final grades depend SOLELY on the grading criteria described in this document.

XV. ACCESSING COURSE MATERIALS ON eCAMPUS

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

1. From the MU home page, click on "Academics" (on far left-hand side of page).
2. Click on "eCampus" at the right-hand side of the page. You will be prompted for a "user name" and a "password". User name and password are the same as in your Hawkdom2 account. If you have difficulty logging in, contact the Help Desk at X3539 or the number listed on this web page.
3. You will either be immediately entered into the site for BK 421, or will be offered a menu of courses for which you're enrolled AND which are offered in web-enhanced format. If the latter, click on BK 421, Marketing of Services.
4. I will try to post all announcements made in class in the "Announcements" section, but may occasionally forget. These announcements might include such things as revisions of days that tests are scheduled, revisions of what materials will be covered on a test, etc. All students are responsible for announcements made in class, regardless of whether or not these announcements are posted in the "Announcements."
5. The main areas in which you will be interested will be found in the "Content" section (see upper left-hand section). The following areas will be of most interest:
 - a. "Syllabus" (which should be self-explanatory) – this will provide you with an additional copy of the Course Syllabus, should you lose yours.
 - b. "Power Point Overheads" – It is strongly recommended that students download Power Point overheads associated with the material to be covered BEFORE class, as the Instructor will assume that you will NOT need to madly copy down each overhead, but will be ready instead to discuss/think about the material for the day. In other words, requests to "please back up – I didn't finish copying that slide" will NOT be honored. Note, the overheads posted are those used in class the last time this instructor taught this course, so the ones shown in class may differ somewhat as the Instructor updates the course material.
 - c. "Review" – a listing of topics (by chapter) which are especially important (in other words, a "study guide").
 - d. LINKS materials