

Postgraduate Program Subject Outline

Faculty of

<http://my.uowdubai.ac.ae>

Subject Code: **MARK 938** Subject Name: **MANAGING SERVICES & RELATIONSHIP MARKETING**

Session: **AUTUMN** Year: **2013** Sections: **I**

No of Credit Points: 6

Pre-requisite(s): Nil Co-requisite(s): Nil

LECTURE INFORMATION

Day: Tuesday

Time: 6-9.15 pm

Location: Block 14 Room G 07

Lecturer's Name:	DR.K.PRAKASH VEL
Building & Office No:	Block 15 Office 217B
E-mail Address:	prakashvel@uowdubai.ac.ae Ph: (04)(3672433)
Consultation Days and Times:	MONDAY: 2-5PM TUESDAY: 2-5PM PLEASE MAKE AN APPOINTMENT VIA EMAIL AT LEAST ONE DAY IN ADVANCE. THANKS FOR YOUR COOPERATION!
Subject Coordinator:	Dr. K.Prakash Vel
QA Assessor (UOW):	Dr. Julie Francis

1 SUBJECT DESCRIPTION

The aim of the subject is to introduce the graduate student to a theoretical and practical perspective of the service industry, its marketing implications, and managing buyer-seller relationships. The subject is intended for students who are interested in how to cope with service competition in a customer-oriented manner. The subject will not only deal with issues relating to managing customers in service firms, but is equally intended for manufacturers of physical goods operating in business-to-business or consumer markets because the importance of service to success is constantly growing for such firms. Because services and relationships are interrelated, the subject will deal with customer relationship management and relationship marketing as well as services management.

2 LEARNING OUTCOMES

On successful completion of this subject, the student should be able to:

1. Identify challenges and opportunities in services marketing and relationship marketing.
2. Explain the significance of human factor in service delivery and customer satisfaction.
3. Identify and measure perceived service quality and explain how perceived service quality develops into relationship quality in a long-term relationship context.
4. Describe what relationship marketing means; how and when relationship marketing can be implemented (applications); and the consequences of adapting a relationship marketing strategy for a firm.
5. Evaluate how to structure a service organisation and manage service process so that the service provider becomes customer oriented.
6. Identify the pitfalls of a traditional management approach in service contexts and know how to apply a service management philosophy.

3 SUBJECT SCHEDULE

Week	Lecture Topic(s)	Related Text Chapter(s)	Tests/ Assignments Due
1	Introduction to Services	1	
2	Gaps model of Service Quality	2	
3	Customer Expectations of service	3	
4	Customer Perceptions of service	4	
5	Listening to customers through research	5	
6	Building Customer Relationships	6	
7			Mid-Term Exam
8	Service Recovery	7	
9	Service Innovation and Design	8	
10	Physical evidence and the servicescape	10	
11	Employees' Roles in Service Delivery	11	
12	Customers' roles in service delivery	12	Submission of service report in the lectures upto 8pm

Wk	Tutorial/Computer Lab Activities	Tests/ Assignments
1	Provision on details relating to the subject outline and Assessments	
2	Group Formations and discussion on 'Services Marketing Audit'	
3	Case Analysis : Merrill Lynch-Page 516	
4	Scenario Analysis- Airline Industry	
5	Case Analysis :United Breaks Guitars-Page 537	
6	Scenario Analysis- Retailing	
7		MID-TERM EXAM
8	Case Analysis : Michelin Fleet solutions-Page 549	
9	Scenario Analysis- Destination Marketing	
10	Case Analysis : Jet Blue- Page 591	
11	Scenario Analysis- Banking Industry	
12	Case Analysis: People, Service and profit at Jyske Bank-Page 572	GROUP PROJECT (SERVICES MARKETING REPORT) DUE.

4 TEXTS

4.1 REQUIRED TEXTS

Zeithaml, V.A., Bitner, M.J. and Gremler, D.D., sixth edition (International edition), 2013, Services Marketing: Integrating Customer Focus across the Firm, Required texts can be purchased from the University Bookshop located in Block 5 Ground Floor.

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4.2 RECOMMENDED READINGS

The following are a sample of articles that study both service marketing and relationship management issues. This is not an exhaustive list of references. Students should also use the library catalogue and databases to locate additional resources.

Berry, L.L., 2000, "Relationship Marketing of Services: Growing Interest, Emerging Perspectives", in Sheth, J.N. and Parvatiyar, A. (eds.), *Handbook of Relationship Marketing*, Sage Publications, Thousand Oaks, CA., pp.149-170.

Cowles, D.L., 1997, "The Role of Trust in Customer Relationships: Asking the Right Questions", *Management Decision*, Vol. 35, No.4, pp.273-282.

Fullerton, G., 2003, "When Does Commitment Lead to Loyalty?", *Journal of Service Research*, Vol. 5,

No. 4, May, pp.333-344.

Gronroos, C., 2004, "The Relationship Marketing Process: Communication, Interaction, Dialogue, Value", *The Journal of Business and Industrial Marketing*, Vol. 19, No. 2, pp.99-113.

Harker, M.J., 1999, "Relationship Marketing Defined? An Examination of Current Relationship Marketing Definitions", *Marketing Intelligence and Planning*, Vol. 17, No. 1, pp.13-20.

Hennig-Thurau, T., Gwinner, K.P. and Gremler, D.D., 2002, "Understanding Relationship Outcomes: An Integration of Relational Benefits and Relationship Quality", *Journal of Service Research*, Vol. 4, No. 3, February, pp.230-247.

Liljander, V. and Roos, I., 2002, "Customer-Relationship Levels – From Spurious to True Relationships", *The Journal of Services Marketing*, Vol. 16, No. 7, pp.593-614.

Lovelock, C., 1983, "Classifying Services to Gain Strategic Marketing Insights", *Journal of Marketing*, Vol. 47 (Summer), pp. 9-20

Perry, C., Cavaye, S. and Coote, L., 2002, "Technical and Social Bonds within Business-to-Business Relationships", *The Journal of Business and Industrial Marketing*, Vol. 17, NO. 1, pp.75-88.

Samiee, S. and Walters, P.G.P., 2003, "Relationship Marketing in an International Context: A Literature Review", *International Business Review*, Vol. 12, pp.193-214.

Sheth, J.N., 2002, "The Future of Relationship Marketing", *Journal of Services Marketing*, Vol. 16, No. 7, pp.590-592.

Sheth, J.N. and Parvatiyar, A., 1995, "The Evolution of Relationship Marketing", *International Business Review*, Vol. 4, pp.397-418. also reprinted in Sheth, J.N. and Parvatiyar, A. (eds.), (2000), *Handbook of Relationship Marketing*, Sage Publications, Thousand Oaks, CA. pp.119-145.

Yau, O.H.M., McFetridge, P.R., Chow, R.P.M., Lee, J.S.Y., Sin, L.Y.M. and Tse, A.C.B., 2000, "Is Relationship Marketing for Everyone?", *European Journal of Marketing*, Vol. 34, No. 9/10, pp.1111-1127.

Kernbach Sally and Schutte S. Nicola., 2005 "The impact of service provider emotional intelligence on customer satisfaction" *Journal of Services Marketing*, Vol 19, No 7, pp 438-444

Gill S. Amarjit., Flaschner B. Alan and Shachar Mickey 2006, "Factors that affect the trust of business clients in their banks", *International Journal of Bank Marketing*, Vol 24, No 6, pp 384-405

Øyvind Helgesen and Erik Nettet 2007, "What accounts for students' loyalty? Some field study Evidence" *International Journal of Educational Management*, Vol 21, No 2, pp 126-143

Casolo.V.Luis., Flavian Carlos and Guinaliu Miguel 2008, "Towards loyalty development in the e-banking business", *Journal of Systems and Information technology*, Vol 10, No 2, pp 120-134

Liang Ju Chiang., Wang Hung Wen and Dawes Jilian 2009, "The influence of customer perceptions on Financial performance in Financial services", *International Journal of Bank Marketing*, Vol 27, No 2 pp129- 149

Chau Sum Vinh and Ngai W.L.C Liqing 2010, "The youth market for internet banking services: perceptions, attitude and behaviour", *Journal of Services Marketing*, Vol 24, No 1, pp 42-60

This is not an exhaustive list of references. Students should also use the library catalogue and databases to locate additional resources. All of the recommended readings above are available at the UOWD Library located on the first floor in Block 14.

Key References

1. Christopher, M., Payne, A. and Ballantyne, D, 1991, Relationship Marketing. Bringing Quality, Customer Service, and Marketing Together, Butterworth – Heinemann, Oxford.
2. Egan, J., Second edition, 2004, Relationship Marketing: Exploring Relational Strategies in Marketing, Prentice-Hall.
3. Grönroos, C., Second edition, 2001, Service Management and Marketing: A Customer Relationship Management Approach, Wiley Publications.
4. Lovelock, C., Patterson, P. and Walker, R., Fourth edition, 2007 Services Marketing - An Asia-Pacific and Australian Perspective, Pearson Education Australia, Frenchs Forest.
5. Swartz, T. A. and Iacobucci, D., eds., 2000, Handbook of Services Marketing and Management, Thousand Oaks, Sage, California.

5 ASSESSMENT

5.1 ASSESSMENT OF LEARNING OUTCOMES

Learning Outcome	Measures (Elements of Assessment)
1	1, 2 & 3
2	1 & 3
3	1 & 3
4, 5 & 6	1, 2 & 3

5.2 ASSESSMENT TASKS

Assessment Task:1	Mid-Term Exam- 1 hour & 30 minutes
Type:	Individual
Learning Outcome Measured:	1, 4, 5 &6
Total Marks:	70
Weighting:	30%
Date, Time and Location:	TBA

OUTLINE AND REQUIREMENTS

35 Multiple-Choice Question examining all lecture materials, cases analysed, scenario discussions, examples, illustrations, exercises done upto the 6th week))

MARKING CRITERIA

Each question is evaluated for 2 marks making a total of 70 marks

Assessment Task: 2	Services Marketing Report
Type:	Group
Description:	Report
Learning Outcome Measured:	1,2,3,4,5 &6
Total Marks:	35 (25 Marks for the Group component and 10 marks for the individual Reflective report)
Weighting:	35%
Due Date:	Week12 during the Lectures
Word Length (if applicable):	Group report (19 pages) Reflective report (3 pages)
Hand in to:	Lecturer
TurnIn submission required by:	Week 11

OUTLINE AND REQUIREMENTS

This Assignment consisting of a group and an individual component (Reflective report), deals with describing and analyzing the service offering of a real-life organization. Students will form groups and each group will nominate a local service provider as their assessment case. Groups will deliver their service description and analysis through a written report. See 'Additional Assessment Information' for more information.

MARKING CRITERIA

Marks for the Group Component – 25 marks
 Marks for the Individual component-Reflective report- 10 marks

Assessment Task:3	Final Exam(Descriptive essay questions and a case analysis, examining all lecture materials, cases analysed, scenario discussions, examples, illustrations, exercises done upto the 13 th week (including the mid-term syllabus)) -3hrs & 15 minutes, including reading time for 15 minutes.
Learning Outcome Measured:	1,2,3,4,5 & 6
Total Marks:	100
Weighting:	35%
Date:	To be held during the official examination period. Please refer to the Exam Timetable available on the Student Online Resources website (http://my.uowdubai.ac.ae) closer to the exam period.

5.3 GRADES AWARDED

The approved grades of performance and associated ranges of marks for postgraduate subjects are:

High Distinction (HD)	85 – 100%
Distinction (D)	75 – 84%
Credit (C)	65 – 74%
Pass (P)	50 – 64%
Fail (F)	0 – 49%
Technical Fail (TF)	- Not meeting the final exam passing requirements

5.4 SATISFACTORY COMPLETION REQUIREMENTS

In order to gain a grade of Pass (P) or better in this subject, students **must pass the Final Examination** with a mark of at least 45%. This is irrespective of a student's other marks during the session. Students who obtain a composite mark of greater than 50% but do not satisfy the Final Examination pass requirements will be awarded a "Technical Fail".

Students must 'reasonably' complete all assessment tasks (other than the Final Examination, which requires a mark of at least 45%) and submit these by the final week of session or by the Final Examination date (whichever is earlier) in order to pass the subject. 'Reasonable' completion of an assessment task will be determined based on the instructions given to the student including: word length, demonstration of research and analysis where required, the Plagiarism Policy, and completion of each section/component of the assessment. Failure to 'reasonably' complete any assessment tasks to the standard specified above may result in a Fail grade awarded for the subject.

6 RELEVANT POLICIES AND DOCUMENTS

All students must read and be familiar with the following UOWD policies and documents, which are available on the Student Online Resources (<http://my.uowdubai.ac.ae>) website by following the Policies link:

- Academic Grievance – Students
- Assessment Policy
- Code of Conduct – Library Users
- Code of Practice – Students
- Copyright Policy
- Information Literacies Rule
- Library Regulations
- Music, Video and Software Piracy
- Plagiarism Policy
- Plagiarism – Acknowledgement Practice
- Rules – Campus Access and Order
- Rules for Student Conduct and Discipline
- Rules for use of ITTS Facilities
- Special Consideration Policy
- Tertiary Literacies

7 SASS

Student Academic Support Services (SASS) is a program committed to assisting students in developing their academic skills and getting the most out of their studies. As part of their services, SASS provides Peer Tutoring Program and Academic Workshops.

For further information contact, please contact:

SASS Admin Assistant
Room 019, Block 5.
Sass@uowdubai.ac.ae
Ph: + 971 4 390 060

8 PLAGIARISM

Plagiarism is a serious offense that can lead to expulsion from the university. Students must be familiar with the *Plagiarism* policy which outlines the procedure that will be followed in case of plagiarism. For more information please refer to the *Plagiarism* policy available on the Student Online Resources website (<http://my.uowdubai.ac.ae>– follow the Policies link).

8.1 TURNITIN

In addition to a hard copy, students are required to submit all written assignments in soft copy through the TurnItIn system which is available online at www.turnitin.com. Every student must have a TurnItIn account. Failure to submit an assignment through TurnItIn will result in marks for that assignment being withheld. **Students do NOT need to hand in a printed copy of the TurnItIn Originality Report!** More information about TurnItIn (including how to create an account and add a class) will be provided in the first lecture. Students can download Frequently Asked Questions (FAQs) about TurnItIn from the SASS section of the website (<http://www.uowdubai.ac.ae/ss>).

TurnItIn information required to add this subject:

Class ID:	6676759
Password:	TOUCH

8.2 REFERENCING & IN-TEXT CITATION & UOWD RULES & POLICIES

For information about Referencing and In-Text Citation, as well as a guide to some of the UOWD Rules and Policies, please go to the Student Online Resources website (<http://my.uowdubai.ac.ae>) and click on the POLICIES link. You will find the required information under the letter “S” for “Subject Outline Information”.

Additional Assessment Information

Assessment-1: Services Marketing Report

This is an assessment consisting of Group and Individual Components. First The group component of the assessment is presented, followed by the individual component.

I. Group Component of the Assessment (25 Marks)

Select a local company that provides services as their primary business; ideally, this should be any company with which you are familiar (e.g. your employer, a family business, or a small medium enterprise.). You should be able to collect information both Primary and Secondary required for this assessment. While Secondary information may be obtained from published data about the service provider and its related industry, Primary information may be obtained by having interviews with key personnel of the service provider and are to be recorded separately under the section 'Methodology'. An **Executive Summary** should be given not exceeding 250 words.

Discuss the key services marketing issues that your selected company has to address in order to remain competitive within its industry. Specifically, after introducing the selected company (by providing a brief overview of its business and customers (**Introduction**) - 1.5 pages-), your **report** should cover the following Sections.

1. Industry Analysis (3 pages)

- Describe the most important target market for this company's key service. Describe a typical customer for that target market using relevant characteristics.
- Who are the major players in the industry?
- Who is the competition? (think broadly)
- Where would you locate this company on the 'tangibility' spectrum?

2. Typical Service Offering (5 pages)

- Describe the service offering in terms of the core, actual and augmented product levels.**
- Describe the 7p's of Service Marketing mix used by the service provider**
- Describe the specific factors that influence customers' expectations from the service provider..
- What 'bundle of benefits' are typically received by customers?
- Do all of the 5 service quality dimensions apply to this company? Which might be most/least important?
- What is the customer's role and involvement (low/medium/high) in the service delivery?

3. Customer Relationship Management (3 pages)

- What is the average "lifetime" of a customer in this company's industry?
- What is the likely number of referrals that come directly as a result of the lifetime customer's recommendations? (Be realistic.)
- What is currently done to build customer relationships in this company?
- What are the Loyalty programmes followed by other major service providers (competitors) in the Industry?
- What is the current level of customer satisfaction, as felt by the service provider/customers?
- Is the service provider using any software or ERP for implementing CRM programmes in their company?

4. Service Blueprint (1 page for Blueprint and the remaining 2 pages for the write-up for answering the questions asked below) total: 3 pages

Develop a complete, detailed service blueprint for the chosen service provider and include the components listed in Chapter 9 (Blueprints can be created using a variety of tools including PowerPoint, Microsoft Word,

and Microsoft Excel.) Landscape orientation is recommended for the page (or pages) on which the diagram will be printed. You must attach the actual blueprint to your report. Furthermore, you must address the following questions:

- (a) Describe what you believe to be the three key elements of physical evidence revealed in the blueprint and discuss how they influence the customer's experience;
- (b) Identify and describe three potential bottlenecks (points in the process where backups or slow delivery may occur) and/or fail-points (points in the process where problems may occur);
- (c) Suggest possible solutions/alternatives to address these (potential) problem areas
- (d) Discuss what you learned from doing this assignment and how you will apply it as you enter the business world.

In all the four sections mentioned above, save your judgements and recommendations for the next section, 'Recommendations'.

5. Recommendations (3 pages)

Based on your analysis and observations maintained in the above four sections above, this section judges and responds to the service system of the chosen service provider by way of recommendations. Based on your analysis of the Strengths and weakness of the service system and the service delivery, as observed in the four sections above, propose ways (recommendations) to improve the service and/or reduce the risk of such problems. of the service provider. The discussion of strengths and weaknesses should flow logically from the previous sections and the recommendations should be justified. For example, if you want something retained, explain why it is the best option and if you want to change something, identify what you would change and why the new change will be better.

Editing the Report

The report should be checked by the group for any error on format, structure, consistency in language and style, spelling, grammar and referencing errors before submission.

Report Format

Print written work on white A4 papers. Allow a 2.5 cm margin on all four edges of the paper. All standard text should be typed in Times New Roman 12 point font with 1.5line spacing. Section headings should use 14 point bold font. Sub-Headings should use 12 point bold font. All pages should be stapled or bound together. Do not place pages in plastic sleeves or Folders.

Report Structure (in order):

UOWD Cover Page: Your final report should have a cover page with the report title, name of the company studied, name of the industry, the full names and student numbers of the Group members and date of submission.

Executive Summary: Not exceeding 250 words

Table of Contents:

Introduction

Section 1: Industry Analysis.

Section 2: Typical Service Offering.

Section 3: Customer Relationship Management.

Section 4: Service Blue Print.

Section 5: Recommendations

References: *Should be in Harvard style with at least 10 meaningful sources in total, other than the textbook (academic journal articles and practical based reports) to underpin all 5 sections of the Report submitted) demonstrating a clear understanding between theory and application. Part of the marks awarded for each section are based on this having occurred adequately.*

Appendix

Individual Reports of all the group members

Penalty Marks

Does not follow format requirements: minus 2.5 marks
Does not follow structure requirements: minus 2.5 marks
Exceeds section page limit: minus 2.5 marks
Inconsistent and/or incorrect referencing style: minus 2.5 marks

II. Individual Component of the Assessment -Reflective report (10 Marks)

A Reflective Report is to be prepared on an individual basis by each member of the group covering the following aspects in not more than 3 pages.

1. Indication and explanation of the part of the report you were responsible for.
2. Number of Man-Hours spent on preparing your part.
3. Number of secondary resources used by you in preparing your part.
4. If Primary research was involved in preparing your part, the number of meetings held with the service provider along with provision of details on their designations.
5. Total number of Man-Hours spent in preparing your part.
6. Conceptual aspects learnt on services Marketing by doing your part.
7. Critical analysis of a research based Journal Article on the conceptual aspect learnt by doing your part in the report. Use Harvard referencing to indicate the source, the title of the paper and the authors. Your critical analysis should be your personal (and honest) evaluation of and reaction to the article, based upon the services marketing concept learnt during preparation of your part. A discussion of the key implications of the journal article for services managers in this industry is to be presented along with the critical analysis.

Assignment Marks

Marking Criteria

Group Marks

Each section mentioned below is evaluated for:

Executive Summary: 1.5 marks
Introduction: 1.5 marks
Section 1: Industry Analysis: 3 marks
Section 2: Typical Service Offering: 4 marks
Section 3: Customer Relationship Management: 3 marks
Section 4: Service Blue Print: 6 marks
Section 5: Recommendations: 6 marks

Total marks for the group effort = 25 marks

Individual Marks

Individual reflective report = 10 marks

TOTAL MARKS FOR THE ASSIGNMENT (GROUP + INDIVIDUAL)= 35