

**Syllabus and Course Outline**  
**Services Marketing (MBA643-50)**  
**University of Indianapolis Graduate School of Business**  
**Summer 2006**

3 Credit Hours

Wednesdays 5:45 – 8:45 p.m. (10 minute break at approx. 7:15 p.m.)

Good Hall, Room 104

**Instructor:** Frederick C. Bagg, MBA, ABC, APR, Fellow PRSA  
Director, Strategic Planning and Research  
St. Francis Hospital & Health Centers  
St. Francis Beech Grove Campus  
1600 Albany Street  
Indianapolis, IN 46107

**Office Phone:** (317) 782-7677

**Home Phone:** (317) 782-4855

**Office E-Mail:** [fred.bagg@ssfhs.org](mailto:fred.bagg@ssfhs.org)

**Home E-Mail:** [fredbagg@comcast.net](mailto:fredbagg@comcast.net)

No office hours – appointments by arrangement\*

\* A campus mail drop has been assigned in the MBA office so that individuals may leave messages, however, it is expected that the campus mail will only be checked once a week just before class. Telephone or e-mail are the best methods for reaching the instructor. I'm in the office between 8:00 a.m. and 5:00 p.m. weekdays, and there is a voice mail system if I am out at a meeting. The home phone is attached to an answering machine, and e-mail will be checked daily.

**Textbook:** Services Marketing: Integrating Customer Focus Across the Firm  
By Valarie A. Ziethaml, Mary Jo Bitner and Dwayne D. Gremler  
*McGraw-Hill/Irwin, 2006*

The text will be supplemented by articles and other materials handed out in class. The class will also feature guest speakers representing non-profit organizations. Students are encouraged to be current with business reading, such as *Wall Street Journal*, *Harvard Business Review*, or other magazines or papers where you will find many articles relevant to our course content.

### **Nature of the Course**

The course will include a combination of lecture and practical exercises including student presentations. In addition, guest lecturers from appropriate specialty fields will provide for broadened perspectives.

### **Purpose of the Course**

The course will introduce the student to the basic elements and principles of marketing and their application in a service environment.

### **Goals and Objectives**

I. All students receiving a passing grade in the class will be able to demonstrate a clear understanding of the basic process of marketing in a service environment.

- a. Students will be able to complete rudimentary marketing research including isolation of segmented audiences or markets.
- b. Students will be able to create or analyze a basic marketing plan showing applicable segmented markets, the marketing mix to be used to reach those markets, expected outcomes as a result of the marketing effort and a methodology for evaluation.
- c. Students will be able to develop an evaluation tool for a marketing activity.
- d. Students will be able to recognize the key differences between marketing in a traditional or manufacturing vs. a services environment.
- e. Students will be able to identify basic ethical issues inherent in specific nonprofit marketing cases and be able to identify an “appropriate” course of action for a service marketing practitioner in those specific cases.

II. Students will be able to analyze service marketing cases and identify the basic concepts and processes at work in those cases.

### **Grades**

Letter grades will be awarded on the basis of an average of grades earned during the semester and weighted according to the following criteria:

2 exams @ 200 points each	400 points
One Term paper/Service Diary @ 200 points	200 points
Case Study Discussion Leader(s)	100 points
“Discussion Assignments” (8 @ 25 pts each)	200 points
Class participation, group work, exercises & case studies, etc.	100 points

Attendance will be evaluated and students will be appropriately penalized for missing classes.

Numerical scores will be given for each assignment with a total of 1,000 points possible for the course. These scores convert to the University of Indianapolis School of Business grading system as illustrated below:

A	940-1000	= 4.0
A-	900-939	= 3.7
B+	875-899	= 3.3
B	840-874	= 3.0
B-	800-839	= 2.7
C+	775-799	= 2.3
C	740 -774	= 2.0
Below 740	= Failing Grade	= 0.0

Work not done on time = 0 points for that assignment.

### Exams

Exams are to be taken individually. Each will include essay questions, multiple guess... er... multiple choice, and a few true-false and fill in the blank questions. You will be held responsible for all reading **whether or not we discuss it**. You will also be held responsible for all information discussed in class, any handouts **and any remarks of guest speakers**.

Some material on the exams may be new, asking for solutions and thought processes similar to things discussed in class or found in readings. Any student found collaborating or cheating on exams will receive an automatic failing grade on that exam. **Exams are scheduled on Wednesday evening, June 21<sup>st</sup>, and Wednesday evening, July 26<sup>th</sup>.**

## **The Service Diary Term Paper: (200 points)**

The purpose of the service diary assignment is to bring forward an analysis of the service encounters you have experienced during the course of the class. During the summer you will keep a diary of services, at least two a week, which you have encountered. These service encounters can be experienced through the internet, the telephone, and face-to-face. Please make sure they are from a variety of service areas, such as restaurants, retail, transportation, hotels, media, utilities, education, healthcare, government, professional, and others. Please do not have any more than two from the same service category. (Although you may differentiate from within a broad category, such as fast-food and high-end restaurants in the restaurant categories, taxis and airplanes in transportation, etc.)

You should record factual information, as well as your perceptions and feelings about each encounter. You should include your expectations prior to the encounter and how those expectations were altered or met. Please indicate what is factual and what are perceptions. It is essential that you record your diary entries within 24 hours of the experience.

We will discuss progress, and turn in a diary progress report as one of the “short assignments” at the middle of the term. (Due the week after the mid-term exam, June 28<sup>th</sup>.)

After you have completed the diary, your term paper is to write a summary of your experiences in no more than six to eight pages and append the diary to this report. Use the term paper report to comment on the service providers understanding of service, competition, management and marketing. Within your analysis, you should demonstrate your knowledge of information from the text and information discussed in class, and how those learnings were reinforced through either positive or negative experiences cited in your diary. The diary and the term paper should be thorough and provide detailed information that can substantiate the elements cited in your term paper. It is important to be specific when applying course material into your report and/or diary entries. You may keep the diary as an ongoing (typed) journal, or a blog which would be accessible by your classmates or professor.

## **Short Discussion Assignments**

Throughout the term, students will have almost-weekly “short assignments” to reinforce material covered in the class. Each short assignment will result in a paper no less than 3/4 of a page (single space) and **no more than 2 pages in length**.

These short papers will be discussed during class. Short assignments and their due date(s) are reflected below:

**Discussion Assignment 1:**

**DUE: May 24th**

Identify at least five “service jobs” from five different types of service industries or companies through job advertisements, (newspaper, or online via CareerBuilder, Monster or some other “jobs” listing source and briefly discuss the “service nature” of the position being advertised. Answer the following questions about each job:

- Why is the job a “service job”?
- What service element is unique to this industry or company?
- Based on this ad – or other things you know about the organization, do you think it has a “service culture” – and why?

**Discussion Assignment 2**

**DUE: May 31<sup>st</sup>**

Find an article relating to service marketing in an appropriate journal or publication (*Wall Street Journal, Harvard Business Review, Fortune, Business Week, Journal of Marketing, etc.*) and summarize it. Turn in a copy of the article with your summary and be prepared to discuss your article in class.

**Discussion Assignment 3:**

**DUE: June 7<sup>th</sup>**

Identify three different companies/organizations which attempt to “listen to their customers” and discuss how those organizations listen to their customers, answering the following questions:

- How does this organization communicate with its customer(s)?
- What processes does it have in place to force customer/organization interaction?
- If you worked for this organization, how would you improve customer service?

**Discussion Assignment 4:**

**DUE: June 14<sup>th</sup>**

Identify a service organization and create a “Service Blueprint” of its service process (Chapter 9 – pp267 – 278) Read and briefly answer the service blueprint discussion questions at the end of chapter 9.)

### **Discussion Assignment 5:**

**DUE: June 28<sup>th</sup>**

Mid-term Services Diary Report – Based on the service diary completed so far, answer the following questions:

- 1) How are the different service categories alike?
- 2) What has distinguished “good service” from “bad service”?
- 3) How has the motto “The customer is always right!” been exhibited in your experience so far?
- 4) Where, and how, have you experienced “service recovery” in action?
- 5) What has been an “ah-ha” moment in your experience to date with regard to linking your experience to some concept or element covered in the text?

### **Discussion Assignment 6:**

**DUE: July 5<sup>th</sup>**

On the Internet, locate three services that you believe are interesting or valuable. Identify what are the benefits of buying those services on the internet vs. buying those services locally? Make sure you are focusing on a SERVICE not just purchasing a product through the internet – examples of the former would include a travel booking site, online banking site, or online event ticket sales. (Chapter 14.) Include the URL for each internet service discussed.

### **Discussion Assignment 7:**

**DUE: July 12<sup>th</sup>**

Choose a local organization in which people have to wait in line for service. If possible, interview the manager of the service and based on your interview and observations; design a waiting line strategy for the organization.

### **Discussion Assignment 8:**

**DUE: July 19<sup>th</sup>**

Select a Service Industry with which you are familiar, either as a customer or an employee and create a balanced scorecard. Describe briefly the operational, customer, financial, and learning measures that could be used to capture performance. (Chapter 18)

### **Case Study Discussion Leaders**

There are eight case studies at the end of the text. All the case studies should be read. Each class member will be randomly assigned one of the cases through a drawing during the first night of class. From the case study which you are assigned, you are to lead a class discussion on that case, and you are to prepare a brief written report (4 – 6 pages) as the best way to solve the problems and questions presented at the end of each case study.

Although all class members should be prepared to discuss the questions, only the case study discussion leader needs to prepare his or her report in writing. The case discussion leader has significant leeway in how he or she wishes to lead discussion and use the case as a learning experience for his or her classmates. PowerPoint presentations, exercises, group activities, etc. are all potentially appropriate; however discussion of the case should be timed to last no less than 15 minutes and no more than 30 minutes of the assigned class. If there are more than 8 members in the class, teams of two will be assigned the cases, and we will do fewer than eight cases.

<b>CASE REVIEW 1: Case 2 - People, Service &amp; Profit @ Jyske Bank</b>	<b>May 24<sup>th</sup></b>
<b>CASE REVIEW 2: Case 4 The Quality Improvement Customers Didn't Want</b>	<b>May 31<sup>st</sup></b>
<b>CASE REVIEW 3: Case 5 Custom Research Inc.</b>	<b>June 7<sup>th</sup></b>
<b>CASE REVIEW 4: Case 6 General Electric Medical System</b>	<b>June 14<sup>th</sup></b>
<b>CASE REVIEW 5: Case 1 Easy Car</b>	<b>June 28<sup>th</sup></b>
<b>CASE REVIEW 6: Case 3 Giordano</b>	
<b>CASE REVIEW 7: Case 7 Starbucks: Delivering Customer Service</b>	<b>July 5<sup>th</sup></b>
<b>CASE REVIEW 8: Case 8 Shouldice Hospital Limited (Abridged)</b>	<b>July 12<sup>th</sup></b>

### **Participation**

The text is the basis of class discussion. Read the assignment before coming to class. Knowledge of the reading will improve your understanding of the lecture or discussion and prove useful in tackling case problems. Class participation will be observed and will be considered in the determination of the final grade. Student attitude, demonstrated ability to work with the group, enthusiasm, etc. will all be taken into account in this area.

## Assignment Schedule/Calendar

- Wednesday 5/17  
Class 1
- Course Orientation/Overview, Introduction to Services;  
The Gaps Model of Service Quality  
Drawing for Case Study Discussion Leaders  
**Reading:** Chapters 1 & 2 for next class  
Activities: Introductions, discussions on “what is service marketing” and assignment of 1<sup>st</sup> of 8 “Discussion Assignments” for next week.
- Wednesday 5/24  
Class 2
- Review: Intro to Services; Gaps Model for Service Quality  
**Guest Speakers # 1 – Myra Cocca, APR, Vice President, Borshoff-Johnson-Mathews PR & Marketing**  
Lecture: Customer Behavior in Services, Customer Expectations  
Activities: Discussion  
**DUE:** Discussion Assignment 1: Service Jobs Analysis  
**CASE REVIEW 1: Case 2 – People, Service & Profit @ Jyske Bank**  
**Reading:** Chapters 3 & 4 for next class
- Wednesday 5/31  
Class 3
- Review: Customer Behavior in Services, Customer Expectations  
**Guest Speaker: #2: Alice Irvan, APR, President, AIRvan Consulting LLC**  
Lecture: Customer Perceptions of Service; Listening to Customers Through Research  
**Reading:** Chapters 5 & 6 for the next class  
**CASE REVIEW 2: Case 4 The Quality Improvement Customers Didn't Want**  
**DUE:** Discussion Assignment 2: Service Marketing article synopsis
- Wednesday 6/7  
Class 4
- Review: Customer Perceptions of Service; Listening to Customers Through Research  
**Guest Speaker # 3: David Brian Catalon, Marketing Director, Conrad Hotel (tentative)**  
Lecture: Building Customer Relationships, Service Recovery,  
Activities: Discuss Individual Term paper topics;  
**Reading:** Chapters 7, 8 & 9 for the next class  
**CASE REVIEW 3: Case 5 Custom Research Inc.**  
**DUE:** Discussion Assignment 3: Listening to Customers discussion analysis

- Wednesday 6/14  
Class 5
- Review: Building Customer Relationships, Service Recovery Activities  
**Guest Speaker # 4: Matt Millar, VP & Marketing Manager, First Indiana Bank**  
 Lecture: Service Development and Design  
**Reading:** Chapters 1 - 9, Study for mid-term exam  
**CASE REVIEW 4: Case 6 General Electric Medical System**  
**DUE:** Discussion Assignment 4: Service Blueprint
- Wednesday 6/21  
Class 6
- Mid Term Exam**  
 Reading: Chapters 10, 11 & 12 for next class
- Wednesday 6/28  
Class 7
- Lecture: Customer-Defined Service Standards, Physical Evidence and Servicescape, Employee's Roles in Service Delivery  
**Reading:** Chapters 13, 14 & 15 for next class  
**Guest Speaker # 5: Wayne Schmidt, President, Schmidt Architecture**  
**CASE REVIEW 5: Case 1 Easy Car**  
**CASE REVIEW 6: Case 3 Giordano**  
**DUE:** Discussion Assignment 5: Service Diary mid-term summary
- Wednesday 7/5  
Class 8
- Review: Customer-Defined Service Standards, Physical Evidence and Servicescape, Employee's Role in Service Delivery  
 Lecture: Complete Employee's Roles in Service Delivery; Customers' roles in service delivery, Delivering Service through Intermediaries and Electronic Channels, Managing Demand and Capacity  
**Reading:** Chapters 16, 17 & 18 for next class  
**Guest Speaker # 6: Theresa Shewman, Starbucks (tentative)**  
 Alternate Date for Guest Speaker # 5: Wayne Schmidt, President, Schmidt Architecture  
**CASE REVIEW 7: Case 7 Starbucks: Delivering Customer Service**  
**DUE:** Discussion Assignment 6: Internet Services Assessment

- Wednesday 7/12  
Class 9
- Review: Customers' roles in service delivery, Delivering Service through intermediaries and electronic channels, Managing Demand and Capacity,  
Activities:  
**Guest Speaker # 7: Chris Baggott, Co-founder and Chief Marketing Officer, ExactTarget (tentative)**  
**CASE REVIEW 8: Case 8 Shouldice Hospital Limited (Abridged)**  
Lecture: Integrated Services Marketing Communications, Pricing of Services, The Financial and Economic Impact of Service  
**DUE:** Discussion Assignment 7: Waiting Line Strategy
- Wednesday 7/19  
Class 10
- Review: Integrated Services Marketing Communications, Pricing of Services, The Financial and Economic Impact of Service  
Turn in and Discuss Service Diaries  
Reading: Review chapters 1 - 18; Study for final  
**DUE:** Discussion Assignment 8: Balanced Scorecard
- Wednesday 7/26  
**Final Class**
- Final Exam- Comprehensive, emphasis on chapters 10 - 18**