

**Terry College of Business
University of Georgia**

**SERVICE MARKETING
(MARK 7620)**

Fall 2009
Office: 130 Brooks Hall
Office Hours: Tuesday 11.00-1.00
E-mail: pkumar@terry.uga.edu

Professor Piyush Kumar

Phone: 542-3967

Course Syllabus

The focus of this course is the exploration of changes in the service sector, including the adoption of market-driven strategies, new technology applications, use of franchise distribution networks, and globalization activities.

The course syllabus is a general plan for the course; deviations announced to the class may be necessary.

Grading System

A – F (Traditional)

Prerequisite

MARK 7510

Credit Hours

3

Course Objectives

Students will gain knowledge about the strategic issues relating to services, tools for service marketers, and challenges that service marketing managers face.

Honor Code

As a University of Georgia student, you have agreed to abide by the University's academic honesty policy, "A Culture of Honesty," and the Student Honor Code. All academic work must meet the standards described in "A Culture of Honesty,": found at: www.uga.edu/honesty. Lack of knowledge of the academic honesty policy is not a reasonable explanation for a violation. Questions related to course assignments and the academic honesty policy should be directed to the instructor.

Collaboration on work that individually assigned, referring to material without appropriate citation, using information including but not limited to that available on the Internet without permission will constitute a violation of the Honor Code.

Course Description

The service sector in the global economy is going through a revolution. In the U.S. alone, services today account for almost *three-fourths* of the gross domestic product, and employ *four out of every five* working Americans.

This course is designed to focus on the marketing management problems faced by service firms and the service arms of manufacturing firms. The overall learning objective is to understand the strategic initiatives that are necessary to build ***world-class service organizations***. In order to achieve this objective an attempt will be made to:

- (i) develop an understanding of the strategic differences between marketing goods and marketing services,
- (ii) identify the sources of competitive advantage in service businesses,
- (iii) appreciate the cross-functional nature of the service delivery process, and
- (iv) understand the determinants of service quality.

The course is highly *interdisciplinary* in flavor. It deals with broad-based strategies in the services sector and has been designed to demonstrate how *operating strategies* and *human resource policies* need to dovetail with the familiar elements of the marketing mix in order to deliver lasting value to both internal and external customers. The course also has a liberal sprinkling of some of the most important issues faced by service managers today, including (i) managing in a global economy (ii) exploiting technology to better serve the customer, (iii) customer satisfaction, (iv) service quality, and (v) strategic inter-organizational relationships.

The pedagogical tools that we will employ will consist of a mix of lecture and case-discussion sessions. In addition, students will be required to complete a number of interesting projects that will involve a mix of some fieldwork and conceptual strategic thinking. The course is appropriate for all management students, especially those who aspire to be connected with the service sector, consulting, or the service-centric manufacturing sector.

Course Materials

A course packet containing cases and several articles should be purchased from Bel-Jean. There is no required text for the course but a set of suggested readings will be provided in class.

Assignments

Class Participation

Each student is expected to thoroughly prepare each assigned reading and case and contribute to the discussions in class. In addition, each student is required to submit a one page typewritten answer to an assigned question prior to *every case discussion*. The assigned questions are given in the course schedule. Class participation will be graded on the basis of the quality and extent of contribution made to each class and on the basis of the number of the written submissions. You are required to attend all classes. Attendance during case discussions will count towards 25% of the participation grade.

Projects and Papers

- (i) Students, working in groups of four, will be required to undertake a short project relating to services marketing. The projects may involve the collection and analysis of some qualitative and/or quantitative data. The details of the project will be discussed in class (7620).
- (ii) Students, again working in groups of four, will be required to write and present a 10-page paper on their '*vision*' of some aspect of services marketing. The paper will have to be futuristic, yet realistic, and provide insights into their conceptualization of cutting-edge services marketing (7990).
- (iii) Finally, students, working in groups of four, will submit a detailed analysis of one of the assigned cases.

Course Grade

Class Participation and Written Analysis	30%
Project Report/ Presentation	40%
Case Analysis	30%

Course Schedule (7620)

Date	Readings/ Case Preparation
Session 1	Introduction: The Marketing of Services <u>Read:</u> Strategy is Different in Service Businesses
Strategic Service Vision	
Session 2	<u>Case:</u> Southwest Airlines: 1993 (A) <u>Assignment Question:</u> How would you deploy the two uncommitted 737's and why?
Session 3	<u>Case:</u> Jetblue Airways: Starting From Scratch <u>Assignment Question:</u> What are the key strategic differences between Southwest and Jetblue?
Session 4	<u>Read:</u> Different service firms: Different core competencies <u>Case:</u> Apollo Hospitals of India <u>Assignment Question:</u> How should Apollo expand in the future?
Marketing Operations Interface	
Session 5	<u>Read:</u> Note on the management of queues
Session 6	<u>Case:</u> Benihana of Tokyo <u>Assignment Question:</u> What major design choices generate the operational efficiencies for Benihana?
Session 7	<u>Case:</u> Shouldice Hospital <u>Assignment Question:</u> As Dr. Shouldice, what actions would you take to expand the hospital's capacity?
The Marketing- Human Resources Interface	
Session 8	<u>Read:</u> Putting the Service Profit Chain to Work (Course packet)
Session 9	<u>Case:</u> Fairfield Inn (A) <u>Assignment Question:</u> Would you franchise the Fairfield Inn concept? To what extent and how?
Session 10	<u>Case:</u> Au Bon Pain: the French Bakery Café-The Partner/Manager Program <u>Assignment Question:</u> Would you advise Au Bon Pain's management to introduce the partner/manager program to all other stores? Some other stores? No other store? Why?

Service Quality and Service Guarantees

- Session 11 Read: Zero Defections: Quality comes to services
- Session 12 Read: The Power of Unconditional Service Guarantees
Case: Club Med (A)
Assignment Question: *What is the value of a satisfied customer at Club Med?*
- Session 13 Student Presentations
- Session 14 Student Presentations
- Session 15 Student Presentations

Course Schedule (7990)

Using Technology to Deliver Superior Service

- Session 16 *Case: Mrs. Field's Cookies*
Assignment Question: *What are the key strategic components of the technology systems at Mrs. Field's?*
- Session 17 *Case: British Airways:*
Assignment Question: *Critically assess the Caress system at BA?*

Management of Professional Services

- Session 18 The nature of professional services.
- Session 19 Case: Prudential Securities
- Session 20 *Lehman Brothers: The rise of the equity research department*
Assignment question: *How should the research department be managed after Jack's departure?*
- Session 21 *Weservehomes.com*
Assignment question: *What is the unique strategic challenge at Weservehomes.com*

Service Brands

- Session 22 Case: Branding Citigroup's Consumer Business

Assignment Questions: TBA

Session 23 *Case: Starbucks*
Assignment Question: Should Starbucks spend the extra \$40m?

Session 24 *Case: Infosys: Building a Global Brand*
Assignment Question: TBA

Integrated Service Management

Session 25 Integrated Service Management Systems

Session 26 *Case: Taco Bell Corp. (A)*
Assignment Question: How should John Martin keep Taco Bell going forward? What next?

Session 27 *Case: The Aravind Eye Hospital, Madurai, India: In Search of Sight*
Assignment Question: Does the Aravind system differ from a standard “for-profit” service systems.

Session 28 Student Presentations: Visions Project

Session 29 Student Presentations: Visions Project

Session 30 Student Presentations: Visions Project

