

MARKETING 673
Services Marketing
Monday-Wednesday, 1:15-3:00 p.m.
Spring 2015
Room 186

Instructor: Leonard Berry
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Office Hours: 3:30 – 5:00 p.m., Mondays and Wednesdays

Course Objective

The purpose of this course is to help prepare you to function as an effective executive in a services economy. You will become more knowledgeable about: (1) the nature and characteristics of services; (2) the marketing implications of product intangibility; (3) the improvement of service quality; and (4) the drivers of sustainable success in service businesses. You will develop an integrative view of services marketing.

Course Format

The course is designed to encourage learning both inside and outside the classroom. Inside the classroom the emphasis is on lecture and active discussion. Outside the classroom the emphasis is on participant observation, self-guided study, reading, and writing.

Required Reading: Books

Leonard L. Berry, *Discovering the Soul of Service: The Nine Drivers of Sustainable Business Success*, 1999, The Free Press. Hardcover.

Leonard L. Berry and Kent D. Seltman, *Management Lessons from Mayo Clinic*, 2008, McGraw-Hill. Hardcover.

Required Reading: Custom Notes Packet

1. Prahalad, C.K. (2006), "The Innovation Sandbox," *Strategy + Business* (September).
2. Govindarajan, Vijay and Ravi Ramamurti (2013), "Delivering World-Class Health Care, Affordably," *Harvard Business Review* (November).
3. Toussaint, John and Leonard Berry (2013), "The Promise of Lean in Healthcare," *Mayo Clinic Proceedings* (January).
4. McGovern, Gail and Youngme Moon (2007), "Companies and the Customers Who Hate Them," *Harvard Business Review* (June).
5. Berry, Leonard L. and Kathleen Seiders (2008), "Serving Unfair Customers," *Business Horizons* (January-February).
6. Tripp, Thomas and Yany Gregoire (2011), "When Unhappy Customers Strike Back on the Internet," *Sloan Management Review* (Spring).
7. Burgess, Diana J. (2009), "Don't Get Cancer Over the Holidays: Navigating the Maze of Cancer World Without a Map," *The Yale Journal for Humanities in Medicine* (January).
8. Berry, Leonard L., Eileen A. Wall, and Lewis Carbone (2006), "Service Clues and Customer Assessment of the Service Experience: Lessons from Marketing," *Academy of Management Perspectives* (May).
9. Cascio, Wayne F. (2006), "Decency Means More than "Always Low Prices": A Comparison of Costco to Wal-Mart's Sam's Club," *Academy of Management Perspectives* (August).
10. Katzenbach, Jon and Jason Santamaria (1999), "Firing Up the Front Line," *Harvard Business Review* (May-June).

Clue Scan Assignment

Students will form into five-member teams to conduct a clue scan of an organization of their choosing and submit a paper prepared by the team. The organization chosen for study can be either for-profit or not-for-profit. In conducting the clue scan, the team should not in any way intrude on normal operations and, in some cases, may wish to secure the permission of the appropriate manager.

The start day for this assignment is April 9 (following the class session on clue management). The due date for the completed paper is April 27.

Teams will use a clue scan app developed by Experience Engineering. The app will be made available to each student approximately a week prior to the start of the assignment.

The paper should be organized as follows:

- **Title page.** (On this page, in addition to typing the names of each member of the team, each student is requested to sign his or her name by hand under the statement: “I attest to having made a meaningful contribution to this project and approve of the contents in this report.”)
- **Clue Scan Assessment.** (Approximately five typewritten pages in total; double-spaced; sequenced in the following sections):
 1. Organization studied and methodology (brief)
 2. Discussion of the key clues in the experience
 - Functional
 - Mechanic
 - Humanic
 3. Recommendations for Improvement
 - Existing clues
 - Potential new clues
- **Exhibits.** (This section can be up to five pages and include graphs, drawings, photos or anything else that the team wishes to incorporate in the paper).

Grading Criteria

- Depth and substance of the written report (avoid overly general statements).
- Demonstration of strong understanding of the concept and categories of clue management.
- Evidence that the entire team was engaged in the assignment and gave their best efforts.
- Quality and creativity of the recommendations made. (Devote 1 to 2 pages of the 5-page narrative in the report to recommendations).
- Quality of the writing. (Allow sufficient time before the deadline to revise and refine the written presentation and be sure to proofread.)
- The appropriateness of the organization chosen for study.

Exams

The mid-term exam will be for a 1 hour and 45 minute period and the final exam for three hours. The exams will be essay with a word count limit. They will cover class lectures, discussions, guest presentations, and all assigned reading. Careful reading and study of the assigned articles and books is essential, as is comprehension and ability to apply material covered in the classroom.

Grading

First Exam	30%
Second Exam	40%
Clue Scan Paper	20%
Commitment to Course	<u>10%</u>
	100%

Commitment to Course

Attendance. Students are expected to attend all scheduled class sessions except in the case of illness or emergency. Students who must miss a scheduled class should e-mail the instructor prior to the class meeting.

Quality of participation. Alertness in class and comments or questions that contribute to the overall quality of the class session are valued.

Classroom conduct. “Sidebar” conversation with another student during a class session should be avoided. Use of mobile devices during class is strictly prohibited.

Late Work

Assignments are to be submitted and exams completed on the designated dates. Dates are firm unless a change is announced by the instructor. Late assignments or exams will be marked down one level except in the case of a bona fide emergency or illness.

Aggie Honor Code

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning and to follow the philosophy and rules of the Honor System. Ignorance of the rules does not exclude any member of the Texas A&M University community from the requirements or the processes of the Honor system. For additional information please visit:

<http://aggiehonor.tamu.edu/>

Course Schedule – MKTG 673, MBA, 1:15 – 3:00 p.m. MW

Date	Topics	Reading
2/23	Course Overview/Introduction to Services	Begin <i>DSS</i>
2/25	Service Innovation	Article 1
3/2	Lessons of Service Quality	Article 2&3
3/4	Lessons of Service Quality	Articles 4&5
3/9	Lessons of Service Quality	
3/11	Lessons of Service Quality	Article 6
3/23	Guest Presenter: Larry Hodges, Owner of Copy Corner and Double Dave's	
3/25	Service Quality in Healthcare	Article 7
3/30	Discussion of <i>Discovering the Soul of Service</i>	Complete <i>DSS</i>
4/1	Mid-term Exam	
4/6	Roles of Services Marketing Director	Begin <i>MLFMC</i>
4/8	Guest Presenter: Jim Rogers Chief Executive Officer KOA Kampgrounds of America	
4/9*	Clue Management	Article 8
4/13	Services Branding	
4/15	Relationship Marketing	
4/16*	Relationship Marketing	
4/20	Internal Marketing	Article 9
4/22	Internal Marketing	Article 10
4/27	Guest Presenter: Joe Tortorice, Jr. President, Jason's Deli	
4/29	Discussion of <i>Management Lessons from Mayo Clinic</i> and Course Review	Complete <i>MLFMC</i>
5/7	Final Exam (9:00 – 12:00 noon)	

***Thursday class**

Course Framework

