CUSTOMER SERVICE MANAGEMENT  
HOSP602-198/199, 3 Cr

Syllabus

Course Professor: Srikanth Beldona, Ph.D., M.B.A  
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Web: http://www.linkedin.com/in/beldona

Class Schedule:  Jun 27th to Aug 13th, 2016.

Course Description:

Nearly all businesses, including those that are dominantly manufacturing-driven, have some element of service incorporated into their product offerings. Also, there are a wide variety of services and vary significantly from being pure process-driven to those that we deem as experiences now. This course emphasizes the experiential aspect of services. Using the GAPS model of service quality, concepts and practices at firms are interconnected into a framework through which, service excellence can be achieved.

Specific Course Objectives

At the end of this course, students will be able to

1. Conduct a service quality audit of a property, evaluate potential gaps, analyze and suggest steps to improve service quality initiatives.
2. Evaluate customer service quality perceptions using an established instrument/scale.
3. Apply principles of e-service quality to evaluate a website.
4. Evaluate service firm strategies using the extended services marketing mix.
5. Critique emerging media channels for promotion and distribution in search and display and accordingly relate their use with marketing objectives.
6. Evaluate the merits of an integrated marketing campaign using both click and mortar media channels.
7. Distinguish between distribution channels to enable the development of a channel mix for service businesses.
8. Explain the importance, delivery and implementation of customer relationship programs and evaluate firm orientations accordingly.

Office Hours: The best way to contact me is by email (beldona@udel.edu).
Course Materials

Customized Textbook: Customized Textbook that has been originally written by Valerie Zeithaml, Mary Jo Bitner and Dwayne D. Gremler. The name on the textbook however says Interactive Hospitality Services Marketing. This is because this is a customized textbook and it takes the name of the course and replaces the original name. Weird also that it makes me the author and does not mention the original authors. This book is only available at the UD Bookstore. ISBN Number is “9781308594798”.

To purchase an e-book, go to www.mcgrawhillcreate.com/shop and enter ISBN # “9781308679525” in the search area. Also, you can also download a copy of the instructions of how to download and use the e-book here.

Readings will be made available for students on Canvas.

Case Studies will be made available for students on Canvas.

Course Overview

In the United States, approximately 80% of the labor force works in the service sector of the economy. Additionally, services require a distinctively different approach to marketing. This course is largely designed for students interested in working in service industries including hospitality and travel sectors.
## Course Organization

<table>
<thead>
<tr>
<th>Module 0</th>
<th>Welcome &amp; On Boarding (Introductions, Format and Expectations)</th>
</tr>
</thead>
</table>
| **Module 1:** | **Introduction to Services**  
*Chapter 1 - Introduction to Services & Chapter 2 - The GAPS Model of Service Quality*  
Service Gaps Audit Assignment (Individual) |
| **Module 2:** | **Customer Expectations and Perceptions in Services**  
*Chapter 4 - Consumer Expectations of Services & Chapter 5 - Customer Perceptions of Service*  
SERVQUAL Assignment (Individual) |
| **Module 3:** | **Understanding Customers (GAP 1)**  
*Chapter 6: Listening to Customer, Chapter 7: Developing Customer Relationships & Chapter 8: Service Guarantees and Recovery*  
Understanding global markets - The need to listen first (Individual) |
| **Module 4:** | **Aligning Service Design and Standards (GAP 2)**  
*Chapter 9: Service Innovation and Design, Chapter 10: Customer-Defined Service Standards & Chapter 11: Physical Evidence and the Servicescape*  
Service Blueprinting Exercise (Individual) |
| **Module 5** (Mid-Term Learning Assessment) | **Delivering and Performing Service (GAP 3 – Part 1)**  
*Chapter 12 – Employee Roles in Service Delivery & Chapter 13 –Customer Roles in Service Delivery*  
EI Assignment (Individual) |
| **Module 6** | **Service Delivery Optimization (GAP 3 – Part 1)**  
*Chapter 14 – Distribution and the Delivery of Service Through Intermediaries & Chapter 15 - Managing Demand and Capacity* |
Promising Services (GAP 4)

Chapter 16 - Integrated Services Marketing Communications & Chapter 17: Pricing of Services

Course Evaluation

<table>
<thead>
<tr>
<th>Grading Parameter</th>
<th>Points</th>
<th>% of Overall Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduce Yourself and Confirmation of Start Here Completion</td>
<td>15</td>
<td>3%</td>
</tr>
<tr>
<td>Module Quizzes (20*7)</td>
<td>140</td>
<td>28%</td>
</tr>
<tr>
<td>Individual Assignments (25*5)</td>
<td>125</td>
<td>25%</td>
</tr>
<tr>
<td>PinUp Board Contribution and Discussion (10*7)</td>
<td>105</td>
<td>21%</td>
</tr>
<tr>
<td>Pre-Final Learning Assessment</td>
<td>40</td>
<td>8%</td>
</tr>
<tr>
<td>End-of-Semester Final Learning Reflection Video (A Minimum 80% Required Here to Pass Course)</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100%</td>
</tr>
</tbody>
</table>

Para Professor Nominations (15 Bonus Points) – Five students can earn this nomination based on a poll of all students which evaluates contributed to an extent that everybody believed that their understanding of the content improved their understanding of course concepts.

Grading Scale: 93-100 → A; 90-92 → A-; 86-89 → B+; 83-85 → B; 80-82 → B-; 76-79 → C+; 73-75 → C; 70-72 → C-; Below 70 → F

Quizzes: Each Module has a Quiz for 20 points that covers the contents of the module as specified in the chapters. Quizzes are self-administered and are for developing a discernible understanding of the concepts covered. They typically comprise Multiple Choice and/or True/False Questions. Students should use the Video Micro Lectures and the accompanying PowerPoints provided as handouts to guide themselves for the course for all practical purposes. Each quiz is timed for 25 minutes. Please take them under controlled circumstances of robust Internet connectivity. It is not possible to re-administer quiz once it has been taken.

Individual Assignments: There are 5 individual assignments worth 25 points each. Each assignment has specific instructions.

PinUP Board Contribution and Discussions: This is like a discussion forum set up to induce student participation and collaborative engagement sans good food and drink 😊. To earn points, students can add...
web links and resources that relate to the module concepts being covered for that specific week. **You must add your own link on a new thread to qualify for points.** Think of it like a “Potluck”, which relies on individual contributions to an event or a crowdsourcing platform that uses the crowd to generate contextual knowledge, while also stimulating a discussion. On your part, please send five names of students in no particular order that you thought added most to the discussion boards and improved your understanding of course content. These names should be determined by the following grading guidelines and not just personal preferences. Your objectivity and judgment is on the line here. The five most acclaimed names will earn a bonus of 15 points for the course. They will be given the titles of “Para Professors” because of their inputs towards enhancing the content of the course. A rubric to grade the individual contributions at the weekly potlucks and determine the top five are below. Note that I will use the same grading scheme to evaluate contributions.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Level of Performance</th>
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<tbody>
<tr>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Weekly PinUp Board Contribution</td>
<td>Did not contribute an article/link on new thread</td>
</tr>
<tr>
<td>Discussion responses to instructor and other students</td>
<td>Did not enter discussion</td>
</tr>
<tr>
<td>Evidence of critical thinking (application, analysis, synthesis and evaluation)</td>
<td>Did not enter discussion</td>
</tr>
</tbody>
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**Pre-Final Learning Assessment (End of 6th Week)**

The assessment comprises short fill-in-blanks questions based test of short terms where student-driven learning will be assessed. I will determine the extent to which you are involved in the course and the depth and breadth of your understanding of concepts based on these questions. Some questions will come from the Video Links and Articles provided to see how well you can relate the examples to the concepts.
End of Semester Final Learning Reflection Video

For the final exam, students should prepare a video of any three important concepts that were learned, what they found most interesting, and how its potential application can help in their careers moving forward. Think of this as a learning reflection paper, but just on video with evidence embedded into it.

The final should include integration of concepts from at least four of the seven modules.

**Type of Submission:** (1) A video that has you speaking into the camera and (2) a supplementary document that comprises your notes, examples and any other details that were used to substantiate your answer. This output that should be uploaded onto the website. The video should be at least 10 minutes long. It should involve answering the following questions

a. Which aspect of services marketing makes you reflect the most? Give a name to what you’re interested. Define it. For example, it could be the design elements of servicescapes as outlined under physical evidence.
b. Why is this interesting? There has to be a trigger here. Example continued. Different generational cohorts have varied tastes.
c. You should have something incremental to what has already been discussed in the course. This has to do with breadth and depth. This means that you should provide more insights to demonstrate your competence in the area. Here, you could go into colors, sounds (depth) etc. that are applied in specific settings (breadth).
d. Does it relate to your work currently? If yes, how and if not, where can it apply?

**Final Exam Grading Rubric**

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Description of services marketing aspect that brought out the most amount of learning and why it is interesting</td>
<td>15</td>
</tr>
<tr>
<td>2. Explanation of how the concept and how its application is interdependent with concepts in at least four other modules of the course.</td>
<td>15</td>
</tr>
<tr>
<td>3. Demonstrated competence through application beyond what has been discussed in the course. Students should show adequate research here.</td>
<td>15</td>
</tr>
<tr>
<td>4. Notes and supplementary materials</td>
<td>15</td>
</tr>
<tr>
<td>5. Presentational clarity</td>
<td>15</td>
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</tbody>
</table>
Rules of Engagement

For the Instructor, email (beldona@udel.edu) is the best form of contact. The instructor will answer questions pertaining to the course overall, concepts and grades when necessary. For other administration issues, please contact the Academic Coach who can be reached at ***@***.com. All emails will be responded to within 4 Hours of receiving them between (9 AM and 7 PM on weekdays and 1 PM and 7 PM on weekends) unless an advance notification is provided about a potential delay.

I will be available to chat on phone or Skype (id - skbeldona) between 1 and 3 PM on all Wednesdays & Fridays of the week with exceptions. Please let me know ahead of time that you'd like to chat. Between July 21 and August 8th, I am traveling. If you still want to reach out to me then, please let me know and we can make arrangements on time and how to connect. Anyway, calling in to say Hello is also welcome. Really :-). If you would like to speak with me at an alternative time, please let me know in advance through email, and we can set up a time on Skype or Phone.

All Assignments will be graded and returned within One Week after the Due Date. Penalty for Late Submissions is 3 Points for Delay in Every Day up to One Week. After a one week extension, the assignments will not accepted.

Quiz feedback and scores can be seen immediately after the due date is up. Quizzes cannot be delayed since feedback is provided immediately after. It is like asking for an exam to be administered after people have walked out with their answer sheets that have all the correct answers. I can only hope that this analogy is acceptable and fair. This is to ensure the integrity of course organization and provide the best experience possible to you all.

All PinUP Discussion Boards will be graded within One Week after the Due Date. People can however add material onto discussion boards towards earning Para Professor status. Material added after due data qualifies only for bonus points. There is no hard and fast rule that to earn Para Professor Status, you have to add material after the due date. Note that only five students can earn this nomination. See details in PinUP Boards.

The Pre-Final and the Final Videos have their own penalties for not submitting within the deadlines. Again, this is to ensure the integrity of course organization and provide the best experience possible to students.
Resources

Students are highly recommended to refer to the news and research publications. Listed below are some of the major industry websites and some academic journals that students can use:

- Bloomberg.com
- Forbes.com
- Wall Street Journal
- Center for Hospitality Research at Cornell
- Center for Services Leadership – WP Carey School of Business, Arizona State University (http://wpcarey.asu.edu/csl/)
- Communications of the ACM
- Harvard Business Review
- Journal of Service Research
- The Economist

Academic Integrity will be maintained as per university rules.
Instructor Profile

I am a Professor and Graduate Director at the Department of Hospitality Business Management at the Lerner College of Business and Economics at the University of Delaware. I earned my Ph.D. from Purdue University and an MBA from the University of Newcastle in Australia. I have published over 65 refereed and non-refereed articles/papers that has appeared in the Cornell Hospitality Quarterly, Journal of Travel Research, Tourism Management and the International Journal of Hospitality Management among others.

I was honored as one of 2015’s Top 25 Most Extraordinary Minds in Hospitality Marketing by Hospitality Sales and Marketing Association International (HSMAI). I have been interviewed and cited on hospitality and travel trends in leading publications such as the Chicago Tribune, The Boston Globe Los Angeles Times and Conde Nast Traveler. I has also has conducted several executive development programs in the US, the Caribbean, Europe, Australia and India in the domain of hospitality marketing and customer service management.

LinkedIn: http://www.linkedin.com/in/beldona