I. COURSE OVERVIEW

a. Course Overview and Description: Learn about the service environment. Analyze the most successful service-oriented industries and firms within the world’s fastest-growing economic sector.

Why study services marketing?

The U.S., as well as much of the world economy, is dominated by services. In the U.S., approximately 81% of the labor force and 81% of the GDP is accounted for by services. Nearly all the new job growth in this country will be in service organizations in the coming decade. Moreover, many traditional manufacturing firms are extending their product mix to include services in order to provide added value to customers and provide a source of sustainable competitive advantage to the firm – for example, IBM now promotes itself as “the largest service 2 business in the world,” bringing in $48 billion in revenue from services, more than half the company’s total revenue. Yet traditionally, many business courses have focused solely on the manufacturing sector of the economy. Marketers only started considering services firms as distinct entities in the late 1970s, and serious research into the challenges of services marketing didn’t start until the mid-1980s. But, selling and delivering a tangible good is not the same as selling and delivering a service that solves a customer’s problem. It’s now recognized that marketing and managing services requires a distinctive approach to business strategy and uses a specialized language and set of marketing tools. University curricula have only recently begun to catch up to the trend – Texas A&M University Central Texas is among only a handful of universities worldwide that now offers a course in Services Marketing to its undergraduate students. Training in services marketing will help set A&M-Central Texas graduates apart from those of other universities, making them more competitive on the job market, as well as more effective in their jobs and thus more valuable to their future employers. Therefore, this course is designed for marketing students (and others in related fields) who may be interested in working in service industries and in addressing the unique needs and challenges of managing services and delivering quality service to customers. This course will build and expand on basic marketing principles (from MKTG 3301 and other courses) to adapt and apply those principles to solve service marketing problems.
b. **Course Objectives and Outcomes:** Students will have the opportunity to learn to do the following:

1. Identify the unique characteristics of services that distinguish them from tangible goods, and identify the differences between marketing in services firms vs. manufacturing organizations.
2. Appreciate and explain the role of both employees and customers in service delivery and customer satisfaction.
3. Effectively describe and utilize key services frameworks and concepts including the “3 Ps of Services,” the Gaps Model, customer co-production, customer satisfaction, loyalty, and customer lifetime value.
4. Identify and predict potential sources of service failure, and design appropriate approaches for service recovery.
5. Design and refine service operations from the customer point-of-view, using services blueprinting.
6. Articulate pricing strategies for services and understand how those differ from pricing of goods.
7. Understand how services can be used to create a competitive advantage in manufacturing organizations.
8. Become better, more aware, and maybe less naïve service customers.

c. **Method of Instruction:** This course is a traditional, face-to-face course. It is imperative for students to attend class, as a portion of the exams will be based on the lecture material, which may not be found in the text. Additionally, the participation portion of the grade is indirectly dependent on attendance.

The TAMUCT Canvas Learning Management System will be used to complete a portion of the required assignments throughout the semester. Moreover, supplemental materials will be made available through this learning system. This system may be accessed at [https://tamuct.instructure.com](https://tamuct.instructure.com). Students not familiar with Canvas should carefully review the access instructions detailed in section III of the syllabus.

d. **Required Textbook:**

Students can purchase or rent the print text or digital text at their chosen retail or online store. *The textbook must be purchased and received within the first week of class.*
II. INSTRUCTOR COMMUNICATION AND CONTACT INFORMATION

a. **Office Hours:** MW 9:00-10:00am & 4:00-6:00pm

b. **Student/Professor Interaction:** Posted office hours will be held in my office, Founder’s Hall room 319. I encourage students to interact with me during office hours to ask any questions about assignments, get clarity on concepts, and/or review grading status in the course. If you cannot communicate with me during this time, please email me to schedule an appointment for an alternative time. I am readily accessible through email, which I check multiple times a day during the week and once a day on weekends. Be sure to allow plenty of lead time prior to a due date if you are asking about an assignment.

c. **Email Etiquette:** When communicating via email, make certain to adhere to the following email etiquette standards: (1) begin your message with a greeting (2) formally address the person you are emailing (use Mr., Ms., Mrs., Dr., Professor, or other appropriate title followed by the person’s last name), (3) identify yourself and state the purpose of your email, and (4) add a signature, including your name and contact information. Failure to adhere to this policy will result in the deduction of 50% of the student’s participation grade.

III. TECHNOLOGY REQUIREMENTS

a. **Canvas Tools and Resources:** Effective use of the Canvas Learning Management System is critical for success in this course. Logon to TAMUCT Canvas [https://tamuct.instructure.com].

   Username:    Your MyCT username
   (xx123 or everything before the “@” in your email address)

   Password:    Your MyCT password

b. **Personal Computer Set-Up:** When you log on for the first time this semester or whenever you use a different computer to access Canvas run a browser check to be sure each computer is set up properly. Issues with technology or your personal computer are not allowable reasons for missing a deadline or resetting an exam, so be sure you have the correct computer settings and have a back-up computer available.

c. **Technology Issues & Troubleshooting:** For course technology issues, students should contact the TAMUCT Help Desk Central, available 24 hours a day, 7 days a week. The Canvas Support “Help” Desk contact information is as follows:

   Email: helpdesk@tamu.edu
   Phone: (254) 519-5466
   Web Chat: http://hdc.tamu.edu

*Dr. Salazar should be consulted regarding course content issues. Technology issues should be directed to the Help Desk. When calling for support, please let your support technician know you are a TAMUCT student.*
IV. COURSE REQUIREMENTS

a. **Student Profile/Course Agreement:** Students will be asked to complete a student profile on the first day of class. The student profile will assist students when introducing themselves to their peers. In addition, the student profile will allow the professor to become acquainted with each student’s background. The student course agreement is an agreement the student signs at the beginning of the semester, stipulating that the student understands and agrees with the responsibilities associated with the course and has read the syllabus thoroughly. The student profile/course agreement is worth **50 grading points**.

b. **Attendance:** Attendance is each student’s responsibility. It is not part of the overall grade; however, it is highly unlikely that any student will successfully complete the course without regular attendance. A substantial portion of the exams will be based on lecture material, which may not be found in the text. Participation points are dependent on attendance.

c. **Participation:** Vouchers will be handed out to those students who participate in class. These vouchers will account for participation; they must be turned in to the instructor at the end of each class session. In order to receive full credit for participation, each student is required to submit a total of **TEN** vouchers. Only one voucher may be received per class session. Each voucher is worth 10 grading points totaling **100 grading points**. (Objective 2)

d. **Exams:** There will be four exams. Each exam will test students’ knowledge of the key frameworks and concepts. The test will contain multiple choice, true/false, and open-ended questions. The exams will be based on concepts learned from the text as well as concepts learned during lectures. The chapter PowerPoint lectures, key terms, and publisher provided self-quizzes are all useful study guides for the exams. In addition, students are encouraged to take notes on supplementary material not covered in the text. Each exam is worth 100 grading points totaling **400 grading points**. (Objectives 1-8)

e. **Mini Projects:** There will be two mini projects. These mini projects will require students to reflect and analyze a service encounter while applying the services marketing-related concepts learned throughout the text and supplementary material. Each mini project will be due on the dates stipulated in the tentative course outline. Specific instructions for each mini project will be given on the week the project is assigned. Each mini project is worth 100 grading points totaling **200 grading points**. (Objectives 2-6)
V. GRADING POINTS AND POLICIES

The following outlines all of the assignments and their corresponding weights:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Profile and Course Agreement</td>
<td>50</td>
</tr>
<tr>
<td>Participation (10 vouchers @ 10 points each)</td>
<td>100</td>
</tr>
<tr>
<td>Exams (4 @ 100 points each)</td>
<td>400</td>
</tr>
<tr>
<td>Mini Projects (2 @ 100 points each)</td>
<td>200</td>
</tr>
</tbody>
</table>

**Total Possible Points**: 750 Points

a. **Grading Policy**: Minimum points required for a specific course grade are noted on the table below. Minimum points required for a specific course grade will NOT be revised for any reason.

<table>
<thead>
<tr>
<th>Course Grade</th>
<th>Calculation</th>
<th>Minimum Points Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90% X 750</td>
<td>675</td>
</tr>
<tr>
<td>B</td>
<td>80% X 750</td>
<td>600</td>
</tr>
<tr>
<td>C</td>
<td>70% X 750</td>
<td>525</td>
</tr>
<tr>
<td>D</td>
<td>60% X 750</td>
<td>450</td>
</tr>
<tr>
<td>F</td>
<td>50% X 750</td>
<td>375 &amp; below</td>
</tr>
</tbody>
</table>

b. **Posting of Grades**: All student grades will be posted on the Canvas Grade book and students should monitor their grading status through this tool. Grades on Exams will be available once the availability period for the Exam has passed. Other assignment grades will be available within one week of the submission deadline.

c. **Late Submissions**: Late submission will not be allowed in this course unless you or a family member in your immediate care experiences a medical emergency. You must communicate this information to Dr. Salazar at the soonest available time PRIOR to or on the day of the deadline; the request for deadline extension must be accompanied with a doctor or hospital note as back-up.

VI. PROFESSIONAL WRITING, COMMUNICATION STANDARDS, AND RESOURCES

a. **Course Communication Standards**: Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues should be kept professional; this includes Discussion Board postings and messages correspondence. For writing assignments, all work should be proofread, free of grammatical errors, and include proper citations.

b. **Tutoring**: Tutoring is available to all TAMUCT students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Kim Wood at k.wood@tamuct.edu.
Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables TAMUCT students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

c. The University Writing Center: Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University – Central Texas is a free workspace open to all TAMUCT students. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available). Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students’ ideas and writing, our tutors highlight the ways in which they read and interpret students’ texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

d. University Library: The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at TAMUCT are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the TAMUCT main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our homepage: https://tamuct.libguides.com/

e. 911 Cellular: Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central
Texas, the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at 911Cellular [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

VII. COURSE AND UNIVERSITY POLICIES/PROCEDURES

a. **Academic Integrity**: Texas A&M University—Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. Texas A&M—Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student’s academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student’s work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the University’s Office of Student Conduct. Ignorance of the University’s standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. *A found incidence of Academic Dishonesty for any assignment, project, or exam in this class will result in 0 points. Multiple incidences will result in an F course grade.*

b. **Academic Accommodations**: At Texas A&M—Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University’s programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our Access & Inclusion webpage:
http://www.tamuct.edu/departments/access-inclusion.

TAMUCT supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education’s Office of Civil Rights, the Dean of Student Affairs’ Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit https://www.tamuct.departments/index.php. Students may also contact the institution’s Title IX Coordinator. If you would like to read more about these requirements and guidelines, please visit:

http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf
c. A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don’t agree with their behaviors and tell survivors we will support them. Your actions matter. Don’t be a bystander; be an agent of change. For additional information on campus policy and resources visit the Title IX webpage [https://www.tamuct.edu/departments/compliance/titleix.php].

d. Drop Policy: If you discover that you need to drop this class, you must complete a Drop Request Form

[https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

e. Copyright Notice: Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas’ Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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### VIII. TENTATIVE COURSE OUTLINE/CALENDAR
- **Module content will be released at 12:00 a.m. Monday each week.**
- **Points denoted in parentheses; Exams denoted in **

<table>
<thead>
<tr>
<th>Date</th>
<th>Module</th>
<th>Lecture Material</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/27-8/29</td>
<td><strong>MODULE 1: Foundations of Services Marketing</strong></td>
<td>Introduction and Chapter 1</td>
<td>• Student Profile/Course Agreement (50)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Read &amp; Study Chapter 1</td>
</tr>
<tr>
<td>9/3-9/5</td>
<td><strong>MODULE 2: The Gaps Model of Service Quality</strong></td>
<td>Chapter 2</td>
<td>• Read &amp; Study Chapter 2</td>
</tr>
<tr>
<td>9/10-9/12</td>
<td><strong>MODULE 3: Customer Expectations of Service and Customer Perceptions of Service</strong></td>
<td>Chapters 3 and 4</td>
<td>• Read &amp; Study Chapters 3 and 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Project 1 Due</td>
</tr>
<tr>
<td>9/17-9/19**</td>
<td><strong>MODULE 4: Catch-up and Exam</strong></td>
<td>Chapters 1, 2, 3, and 4</td>
<td>• Exam I: Chapters 1-4 (100)</td>
</tr>
<tr>
<td>9/24-9/26</td>
<td><strong>MODULE 5: Listening to Customers through Research</strong></td>
<td>Chapters 5</td>
<td>• Read &amp; Study Chapter 5</td>
</tr>
<tr>
<td>10/1-10/3**</td>
<td><strong>MODULE 6: Building Customer Relationships</strong></td>
<td>Chapter 6</td>
<td>• Read &amp; Study Chapter 6</td>
</tr>
<tr>
<td>10/8-10/10</td>
<td><strong>MODULE 7: Service Recovery</strong></td>
<td>Chapters 7</td>
<td>• Read &amp; Study Chapter 7</td>
</tr>
<tr>
<td>10/15-10/17</td>
<td><strong>MODULE 8: Service Innovation and Design</strong></td>
<td>Chapter 8</td>
<td>• Read &amp; Study Chapter 8</td>
</tr>
<tr>
<td>10/22-10/24</td>
<td><strong>MODULE 9: Physical Evidence and the Servicescape</strong></td>
<td>Chapters 10</td>
<td>• Read &amp; Study Chapter 10</td>
</tr>
<tr>
<td>10/29-10/31**</td>
<td><strong>MODULE 10: Catch up and Exam</strong></td>
<td>Chapters 5, 6, 7, 8, and 10</td>
<td>• Exam II: Chapters 5, 6, 7, 8, and 10 (100)</td>
</tr>
<tr>
<td>11/5-11/7</td>
<td><strong>MODULE 11: Employees Roles in Service Delivery</strong></td>
<td>Chapters 11</td>
<td>• Read &amp; Study Chapter 11</td>
</tr>
<tr>
<td>11/12-11/14</td>
<td><strong>MODULE 12: Customers Roles in Service Delivery</strong></td>
<td>Chapters 12</td>
<td>• Read &amp; Study Chapter 12</td>
</tr>
<tr>
<td>11/19-11/21</td>
<td><strong>MODULE 13: Managing Demand and Capacity</strong></td>
<td>Chapters 13</td>
<td>• Read &amp; Study Chapter 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Project 2 Due</td>
</tr>
<tr>
<td>11/26-11/28</td>
<td><strong>MODULE 14: Prices of Services</strong></td>
<td>Chapter 15</td>
<td>• Read &amp; Study Chapter 14</td>
</tr>
<tr>
<td>12/3-12/5</td>
<td><strong>MODULE 15: Catch up and Review for Exam</strong></td>
<td></td>
<td>• Study for Exam</td>
</tr>
<tr>
<td>12/10**-12/12</td>
<td><strong>MODULE 16: Exam</strong></td>
<td>Chapters 11, 12, 13, and 15</td>
<td>• Exam III: Chapters 11, 12, 13, and 15 (100)</td>
</tr>
</tbody>
</table>

*Dr. Salazar reserves the right to make changes to this schedule should circumstances during the semester cause revision. Note the date below of this schedule. Should changes be*
necessary a revised schedule will be posted on the course web site, an announcement posted to that effect, and the new version will have a different date in the footer below.