

**BMA791**  
**Services Marketing**

*Semester 2, 2009*

This unit will be offered in:

**Hobart**

The lecturer responsible will be:

**Dr Sebastian Vengesayi (Lecturer-in-Charge)**

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**<http://www.utas.edu.au/mgmt/student.htm>**

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## Introduction to the Unit

More than 70 per cent of the Australian labour force is employed in the service sector. On the balance of probabilities, most graduates will work for a service firm at some stage during their careers. Many of you are either currently working or have worked in service industries. Similar trends in employment have been noted in most developed economies. Despite this trend to service-based employment, it is all too common that we hear of poor standards of service.

Why is it that services are so difficult to manage? How important is it that service quality is controlled? What techniques and skills are required to deliver quality service? How can a service firm develop a long-term competitive advantage over its competitors? What is to be gained from building lasting relationships with customers? These are just some of the questions that confront the services marketer or manager.

Until relatively recently the marketing literature offered very little concrete guidance to services marketers. Over the past decade or so a growing awareness of the service sector's economic contribution has prompted research into new ways of managing and marketing the service firm. Increasingly this type of research has concluded that in many respects the service firm is different from its manufacturing counterpart and that new skills, new concepts and different techniques are required for effective services marketing and management.

Services marketing is a specialisation within the discipline of marketing. Although many marketing principles apply equally to services and products, there is widespread consensus among academics and practitioners that the issues that confront services marketers require different strategies. In essence, this unit is an advanced unit in marketing since it builds on basic principles in a service context.

As with all marketing practice, services marketing is concerned with customers' needs and wants. In services, however, customers occupy a more pivotal role since they enter service systems and may be active participants in service production and delivery. During this interactive process customers form impressions about the organisation and make judgements about service quality. Various technologies, and information technology in particular, may affect the development of these impressions. It is the need to manage the customer's role in production and consumption that presents one of the greatest challenges to services marketers.

### Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

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## Learning Outcomes

On completion of this unit, you should be able to:

- Demonstrate an understanding of the concepts of services marketing vis-à-vis the marketing of goods.
- Demonstrate an understanding of each part of the extended marketing mix and be able to present solutions to particular case study scenarios.
- Demonstrate an understanding of the drivers of growth in the service industry within the Australian economy and how these can be managed within a particular industry.

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## Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

### Knowledge

- Students will develop an understanding of the marketing and management activities peculiar to service organisations vis-à-vis the marketing of goods.
- Students will develop an understanding of the use of various technologies, and information technology in particular, in services marketing.
- Students will develop an understanding of what is critical to effective service delivery.
- Students will develop an understanding of the determinants of service quality and customer satisfaction.
- Students will learn to research, analyse, and synthesise information relevant to services marketing.

### Communication Skills

- Students will develop oral presentation and group-work skills through the process of developing and delivering a team-based seminar.
- Students will be encouraged to communicate effectively using oral and written mediums and to present well-reasoned arguments in a logical and coherent manner.

### Problem Solving Skills

- Students will learn how to analyse services marketing problems and suggest feasible solutions to them through case analysis.
- Students will learn how to formulate measurable goals for service products and delivery.

### Global Perspective

- Students will gain an understanding of the factors leading to the increased internationalisation of services.
- Students will gain an understanding of the growth and importance of the services economy in Australia and globally.

### Social Responsibility

- Students will be encouraged to act ethically, with integrity and social responsibility, in the development, delivery and evaluation of services.
- Students will develop an appreciation of the new economy on individuals and organisations.

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## Texts

### Prescribed Text

Lovelock, C. & Wirtz, J. 2007. *Services marketing: People, technology, strategy* (6<sup>th</sup> ed.). Pearson Education Australia: Prentice-Hall.

### School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

*Writing Assignments: A Guide*

*Referencing Style Manual*

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## Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

### Books

The following list provides some additional texts that you might find helpful. There may be multiple editions of the same text but only the latest is listed here. Those marked with an “R” are on permanent reserve in the library. It is recommended that you consult these and selected journal articles to which your lecturer will draw your attention.

### *Highly Recommended*

Zeithaml, V., Bitner, M. & Gremler, D. 2006. *Services marketing: Integrating customer focus across the firm* (4<sup>th</sup> ed.). Boston: McGraw-Hill. **R**

### *Others*

Baron, S. & Harris, K. 2003. *Services marketing: Texts and cases*. Basingstoke UK: Palgrave.

Bateson, J. 1995. *Managing services marketing* (3<sup>rd</sup> ed.). Fort Worth: Dryden Press. **R**

Bateson, J.E.G. & Hoffman, K.D. 1999. *Managing services marketing: Text and readings*. Fort Worth: Dryden Press.

Gabbott, M. & Hogg, G. 1997. *Contemporary services marketing management—A reader*. London: Dryden. **R**

Glynn, W.J. & Barnes, J.G. (Eds.). 1995. *Understanding services management*. Chichester: Wiley. **R**

Grönroos, C. 2000. *Service management and marketing: A customer relationship management approach* (2<sup>nd</sup> ed.). Chichester: Wiley. **R**

Hoffman, K.D. & Bateson, J.E.G. 2002. *Essentials of services marketing* (2<sup>nd</sup> ed.). Orlando, FL: Harcourt.

Kasper, H., van Helsdingen, P., & De Vries, W. 1999. *Services marketing management: An international perspective*. Chichester: Wiley.

Lovelock, C.H., Patterson, P.E. & Walker, R.H. 2004. *Services marketing: An Asia-Pacific perspective* (3<sup>rd</sup> ed.). Melbourne: Prentice-Hall. **R**

Lovelock, C. & Wright, L. 2002. *Principles of services marketing* (2<sup>nd</sup> ed.) Upper Saddle River NJ: Prentice Hall.

McColl-Kennedy, J.R. (Ed.). 2003. *Services marketing: A managerial approach*. Milton, Qld: John Wiley & Sons.

Mudie, P. & Cottam, A. 1999. *The management and marketing of services*. Oxford: Butterworth-Heinemann.

Quelch, J.A., Ang, S.H., Leong, S.M., & Tan, C.T. 2000. *Strategic marketing cases for 21<sup>st</sup> century Asia*. Singapore: Prentice Hall.

Sherry, J.F. 1998. *Servicescapes: The concept of place in contemporary markets*. Chicago: NTC. **R**

Van Looy, B., Gemmel, P. & Van Dierdonck. 2003. *Services marketing: An integrated approach*. Harlow UK: Prentice Hall-Financial Times.

Zeithaml, V. & Bitner, M. 2000. *Services marketing*. Boston: McGraw-Hill. **R**

## **Journals and Periodicals**

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

### **Journals**

*European Journal of Marketing*

*International Journal of Service Industry Management*

*Journal of the Academy of Marketing Science*

*Journal of the Market Research Society*

*Journal of Marketing*

*Journal of Retailing*

*Journal of Services Marketing*

*Journal of Services Research*

*Marketing Magazine*

*Service Industries Journal*

*Sloan Management Review*

### **Periodicals & Newspapers**

*Business Review Weekly*

*Australian Financial Review*

*Harvard Business Review*

*Financial Times*

*The Wall Street Journal*

*Business Week*

*Fortune*

### **Library Resources**

The library offers a variety of electronic and physical resources that may be helpful for completing assignments. The library's subject guide for management can be found at the following address:

<http://www.utas.edu.au/library/info/subj/management.html>

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## **Unit Structure**

There will be 13 weekly two-hour lectures and hourly tutorials plus other contact times as required. It is essential that students complete the required reading and study tasks from the unit outline *before* the lectures and tutorials. These study tasks represent a significant part of the unit's assessable tasks and a student's marks will reflect their preparedness and active contribution during the lecture. The materials specified in the lecture program represent the minimum required for study for a unit in a master's degree. Students are expected to do

much wider research, as well as be open to understanding services marketing during their day-to-day activities.

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## Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at <http://uconnect.utas.edu.au/> for computer software you will need.

*Note:* Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties.

## Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

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## Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
<b>Coursework</b>			
In-class Test	10	5 August	45 minutes
Group Presentation	10	Ongoing	15-20 minutes
Assignment 1	15	19 August	2500
Assignment 2	15	30 September	2500
Major Assignment	50	28 October	4000 words (maximum)
Total Marks	100		

\* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

## **Study Week**

All weekday postgraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

## **Examination**

### ***Format***

There will be no examination in this unit.

### ***Scheduled date and place***

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

**Note that you will be expected to sit the examination at your recorded study centre.**

### ***Supplementary Examination***

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

## **Special Consideration and Student Difficulties**

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Student Adviser, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant

form can be found at the following website:

[http://www.studentcentre.utas.edu.au/examinations\\_and\\_results/forms\\_files/index.htm#eits](http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits)

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

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## Submission of Coursework

### Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

**All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.**

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

*You are required to lodge your coursework through the assessment drop boxes in MyLO – no 'paper' copies of coursework should be submitted for this unit.*

**All coursework must be electronically submitted by 6.00 pm on the due date.**

### Late Coursework

#### *Written Work*

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

#### *Tests*

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

## Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

## Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

**If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor** for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

**The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.**

## Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: [http://www.admin.utas.edu.au/hr/ohs/pol\\_proc/ohs.pdf](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

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## Communication

So how do you find out important information about this unit? In addition to the unit outline, we will communicate important information to you through Lectures and the Announcements section of MyLO. Therefore, it is important that you check the MyLO site for this unit regularly.

If you would like to talk to us (we would love to hear from you), then you can either send us an email or make an appointment to see us during our consultation times. *To email us, you should use the mail function in MyLO.* This will enable us to check the one source for all student queries. We will regularly check our MyLO mail, and endeavour to get back to you within two working days.

If you would like to see a member of the teaching team in person, then you can come and see us in our consultation times for this unit. *We will only see students outside these times by appointment.* You should also check the consultation times for your specific tutor.

Finally, all requests for extension must be made in writing to the Unit Coordinator (Dr. Sebastian Vengesai)

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## Tutorial Program

It is important that you read all tutorial and lecture readings before coming to class. All the readings are in the prescribed textbook (Lovelock and Wirtz 2007) unless advised otherwise.

### ***Tutorial 1—22 July: Introduction to Services Marketing and Frameworks for Understanding Services***

#### **Introduction to Services Marketing**

- Read Chapter 1: New Perspectives on Marketing in the Service Economy (p. 1-31).
- Read Chapter 2: Consumer Behavior in Service Encounters (pp. 32-63).
- Read Note on Studying and Learning from Cases (**MyLO**)
- Read: Nick Wingfield, “*In a Dizzying World, One Way to keep Up: Rent Possessions*” (pp. 64-65).
- Review questions 2, 3, 6 & 9 (pp. 29-30) & questions 7 & 8 (p. 61).

### ***Tutorial 2—29 July: Developing the Service Concepts***

- Read Chapter 3: Developing Service Concepts: Core and Supplementary Elements (pp. 68-97).
- Read Berry et al, “*Creating New Markets Through Service Innovation*” (p. 478).
- Review questions 1 & 6 and Application Exercise 2 (p. 96).

### ***Tutorial 3—5 August: Services Distribution***

- Read Chapter 4: Distributing Services through Physical and Electronic Channels (pp. 98-123).
- Read Berry et al, “*Creating New Markets Through Service Innovation*” (p. 478).

### ***Tutorial 4—12 August: Services Pricing***

- Read Chapter 5: Exploring Business Models: Pricing and Revenue Management (pp. 124-153).
- Prepare review question 2, 4, 7 and application exercises 5; bring your work to class (p. 152).
- Read Kimes & Chase, “*The Strategic Levers of Yield Management*” (p. 211).

### ***Tutorial 5—19 August: Communications and Branding Services***

- Read Chapter 6: Educating Customers and Promoting the Value Proposition (pp. 154-183).
- Bring to class examples of recent service advertising or promotions that strike you as especially effective or ineffective; include some ads that seek to educate customers, not just persuade them. Be prepared to present and discuss.
- Read Roberts, “*Defensive Marketing: How a strong incumbent can protect its position*” (p. 225).
- Prepare review question 2 & 5 and application exercise 3

## **WEEK BEGINNING 24 AUGUST 2009: SCHOOL OF MANAGEMENT STUDY WEEK**

### ***Tutorial 6—26 August: Service Processes and Blueprinting***

- Read Chapter 8: Designing and Managing Service Processes (pp. 232-259).
- Read Heracleous, Wirtz & Johnson, “*Kung-fu Service development at Singapore Airlines*” (p. 342).
- Prepare review questions 1, 3, 5 and 6, application exercises 5 (p. 257).

## **WEEK BEGINNING 31 AUGUST 2009: MID-SEMESTER BREAK**

### ***Tutorial 8—9 September: Balancing Demand and Capacity***

- Read Chapter 9: Balancing Demand and Capacity (pp. 260-287).
- Read Gilson and Khandelwal, “*Getting More from Call Centers*” (p. 346).
- Prepare review question 1, 5 & 6 (p. 286).
- Prepare application exercise 1 (p. 286).

### ***Tutorial 9—16 September: Managing Customer Relationships & Developing Loyalty Programs***

- Read Chapter 12, Managing Relationships and Building Loyalty (pp. 358-389).
- Read Diane Brady, “*Why Service stinks*” (p. 471).
- Prepare Review question 1, 2, 3 & 10 (p.386)

### ***Tutorial 10—23 September: The Role of People in Service Delivery***

- Read Chapter 11, Managing People for Service Advantage (pp. 310-341). **Additional reading to be provided through MyLO**
- Read Gilson & Khandelwal, “*Getting More from Call Centers*” (p. 346).
- Prepare review questions 1 & 8 and application exercise 2 (p. 339).

### ***Tutorial 11—30 September: Crafting the Service Environment***

- Read Chapter 10, Planning the Service Environment (pp. 288-309).
- Read Haeckel, Carbone & Berry, “*How to Lead the Service Experience*” (p. 352).
- Prepare review questions 1, 4, & 8 and application exercises 1 (p. 308).

### ***Tutorial 12—7 October: Complaint Handling & Service Recovery***

- Read Chapter 13, Achieving Service Recovery and Obtaining Customer Feedback (pp. 390-415).
- Read Reichheld’s “*The one number you need to grow*” (p. 485).
- Prepare responses to review questions 1, 3 & 5, application exercises 1 & 2 (p. 412).

### ***Tutorial 13—14 October: Service Quality & Productivity***

- Read Chapter 14, Improving Service Quality and Productivity (pp. 416-445).
- Read Diane Brady, “*Why Service stinks*” (pp. 471).
- Prepare responses to review questions 1 & 3, application exercise 1 (pp. 442).

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## Assignment Topics

### **In-class Test**

*Due Date:* 5 August 2009

*Length:* 45 minutes

*Value:* 10 marks

The test will be short answer essay questions. Students will be asked to answer two out of four questions. Each question will be worth 5 marks.

## Group Presentations

*Due Date:* Presentations are done on a weekly basis

*Length:* 15-20 minutes

*Value:* 10 marks

During the first two weeks of study students are expected to organise themselves in to groups of 5 maximum. These groups will be expected to make a Case Presentation during the course of the semester. These presentations are worth 10 marks. Each group will be allocated a case by the lecturer from the list of cases provided in the recommended text for the unit (Lovelock and Wirtz 2007). Case presentations start in week 8.

Every student is expected to attend case presentations which are held on the following dates; 11, 18, 25 September and 2 October 2009. A register will be taken during these case presentations. **A penalty of 3 marks maximum** will be deducted from any student who misses more than one case presentation without a valid excuse and permission. Any request for not attending should be supported by a medical certificate, or other valid reasons like bereavement. All students are expected to read and understand all cases. All students (every student present in the class) will be expected to write a 200 word in class summary for each case before it is presented.

## Assignment 1

*Due Date:* 19 August 2009, 6:00 p.m.

*Length:* 2500 words maximum (do not exceed)

*Value:* 15 marks

Read the case: “Angling Experience” available through MyLO and answer the following questions.

### Question 1

Identify and define using relevant example the special characteristics of services that distinguishes them from tangible products. [5 marks]

### Question 2

Explain, using examples how the problems stemming from the special characteristics of services are impacting on John’s guiding services. [5 marks]

### Question 3

Explain how John could use the extended marketing mix elements to help manage the problems caused by the special characteristics of services [5 marks]

*Source: Clemes, M D. & Brush, G.J. 2005. Australian Case Studies in Strategic Marketing, “Angling Experience”) Thompson Dunmore Press pages 156-161.*

## **Assignment 2—Westin Hotels in Asia: Global Distribution**

*Due Date:* 30 September, 6:00 p.m.

*Length:* 2500 words maximum (do not exceed)

*Value:* 15 marks

Read the case study; “Westin Hotels in Asia: Global Distribution” (available through MyLO) and answer the following questions

### **Question 1**

Apart from preferred rates, what other strategies can Starwood hotels employ to encourage selection and loyalty from business people, corporate travel managers, and event planners? (5 marks)

### **Question 2**

In the long term, would it be more effective for the three Westin hotels in Asia to focus their distribution strategy on intermediaries (travel agents and corporate travel managers), or should they focus on multi-channel distribution strategies? (5 marks)

### **Question 3**

What are the key challenges facing the three Westin hotels in their move to leverage Starwood’s marketing and distribution programs? (5 marks)

*Source: Hoffman, K. D. & Bateson, J. E. G. 2006. Services marketing: concepts, strategies, and cases. Mason, Ohio: Thomson South-Western pg 476-481.*

## Major Assignment

*Due Date:* 28 October 2009, 6:00 p.m.

*Length:* 4000 words maximum

*Value:* 50 marks

*Read the case study on the CD supplied and answer the following questions.*

**Case Study:** Hecker, R. 2005. The Henry Jones Art Hotel (on supplied CD).

**Source:** Faculty of Business

### Question 1

Trace the development of the Henry Jones Art Hotel as a new product until 9 months after its introduction. Use your knowledge of the New Service Development process to highlight and discuss the major decisions that were taken by Richard and his partner throughout the NSD process. (15 marks)

### Question 2

The extended marketing mix is important for the good management and marketing of any service organisation. Discuss how Henry Jones Art Hotel has managed the hotel's extended marketing mix elements and evaluate how successful their efforts have been. (25 marks)

### Question 3

Services are simultaneously produced and consumed, exposing them to perishability and variations in demand. As the manager of Henry Jones Art hotel, identify the likely causes of the hotel's variations in demand pattern. How would you balance the hotels demand and capacity? (10 marks)

# Study Schedule

Semester 2, 2009

Week	Start of Week	Text Chapter	Topic	Due Dates
1	15 July	1 & 2	Introduction to Services Marketing and Frameworks for Understanding Services	
2	22 July	3	Developing the Service Concepts	
3	29 July	4	Services Distribution	
4	5 August	5	Pricing Services	In class test
5	12 August	6 & 7	1. Communications and Branding Services 2. Positioning Services in Competitive Markets	
6	19 August	8	Designing and Managing the Service Process	Assignment I due 19 August
7	24 August		Study Week	
Mid-Semester Break 31 August – 4 September				
8	9 September	9	Demand and Supply Management	
9	16 September	12	Managing Customer Relationships & Developing Loyalty Programs	
10	23 September	11	Managing People For Service Advantage	
11	30 September	10	Crafting the service Environment	Assignment 2 due 30 September
12	7 October	13	Complaint Handling And Service Recovery	
13	14 October	14	Service Quality and Productivity & Concluding Session	28 October Major Assignment due
A Calendar/Study Planner showing dates is available from School of Management website at <a href="http://www.utas.edu.au/mgmt/student.htm">http://www.utas.edu.au/mgmt/student.htm</a> .				