

*A Core Course of Undergraduate Program
School of Management, Fudan University*

Service Marketing

Course Outline

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September, 2007

Course Objective

This course offers a chance of learning marketing knowledge in the service era from both theory and cases and transferring these ideas to individual own situation of Fudan undergraduate students.

The course is committed to reach the following goals gradually and ultimately with the common efforts of the students:

- Introducing the students to key service marketing concepts and facilitating them to have overviews with a framework of theoretical knowledge.
- Developing students' abilities of studying fast-moving marketing situations, in particular, China as an immature market and an emerging market in service industry as well.
- Enhancing students' skills in thinking and decision-making with service marketing perspectives and insights in the complex environment.

Course Structure

The course is organized in two sections:

The first session is purposely committed to give a framework of service marketing knowledge to the students, which is helpful to understand the nature of the service. Lectures and discussions on reading assignments will be used. It is expectedly beneficial and crucial to foster the students to build up a clear view with a service perspective and facilitate them to take advantage of theoretic way of analyzing the particular problems where they might face before.

The second section focuses on the case-studying based on the service marketing challenges in China. It will broaden the student's view with the state-of-art knowledge and help them study complicated situations and make strategy-oriented decisions. They are pushed to integrate all what they have learned in the class and the self experiences into actual business dilemma solving process.

Teaching Format

Achieving the course purpose only relies on the consensus among all participants that everyone should contribute his enthusiasm, cooperation, hard work, time and wisdom to the success.

The lectures to build up the fundamental framework of service marketing are offered by the instructor. Simultaneously the feedback from the audience is essential to the effectiveness. The instructor can not be expected more than guiding and organizing communication besides lecturing, as well as summarizing the discussion at the end of each class. However, no "one right answer" will be suggested to some certain situation.

Communication, such as question raising, answering, commenting, discussing, and debating is a utmost way of learning in the class.

Furthermore, group communication and collaboration in the case preparation and team project is not only the skill called on by all management functions but also the determinant to the accomplishment of students in this course.

Group Form

Students are submitted to form groups to prepare for the cases, both written and oral. Definitely one group must be composed of maximum SIX students with diverse backgrounds as preferred. Exceptional needs permission by the instructor.

The instructor intends to evaluate all joint work equally among group members, including written case-studies and term project analyzing, leading students to enhance the capabilities of collective communication and collaboration, which are becoming more and more challenging and valuable to future managers.

Course Assignment

There are THREE kinds of assignments through the course and English is exclusively required in all written type.

- Reading specified material prior to each class and preparing for discussion.
- Accomplishing ONE written case-studies within the group.
- Conducting the term project by the group.

Written Case

There is ONE cases required for report in the groups.

Case: Giordano: International Expansion (P. 531, textbook)

Due at the end of the Section 3.

The written assignment should be done by group and each member of the group will be awarded same mark for the study.

The maximum pages are strict as FIVE double-spaced with font-size 12 points. Upper to TWO pages of exhibits are allowed to add, which could be derived but must not be duplicated from the original. No more words exceeding the limit will be reviewed.

The format of analyzing cases is suggested as follows:

- **Statement of the Problem.** With very briefly rehashing the case situations, state the purpose of the study report and specify the problems to be addressed in the analysis.
- **Recommendations.** Recommend the package of solutions to the problems, for which reasons should appear in the analysis.
- **Analysis.** This part generally should occupy two-thirds of your total writing. Do not hesitate to use the approaches proposed in class or in the readings. Be sure to use the data in the case wherever appropriate. Make assumption reasonable and explicit whenever necessary.

For better group work, the following hints may be worth of taking into account:

- Providing a coherent, well-organized analysis, not simply a set of notes pieced together from sections written by different members.
- Being concise and keeping the State of the Problem and Recommendations sections short, and providing a strong logical flow in the Analysis section, above all, avoiding spending more time in rehashing or paraphrasing the details of the case that are not relevant to the recommendations.
- Focusing specific recommendations on the cardinal issues in the case.
- Proposing practical and cost-effective recommendations which are also appropriate to the timing (short-term and long-term) of the problem at hand.
- Supporting the analysis with sound data thoroughly and correctly.
- Appending exhibits to the report consistently.
- Redrafting and proofreading the report.

Term Project

Each group needs to develop a course project before the final examination. The following steps are recommended:

- Carefully choose the topic of the project. It can come from wide and various sources, both first-hand and second-hand. However it absolutely is real and live case which can be developed to illustrate and identify the marketing and business ideas in China.
- Draft a plan for the project, describing the topic, goal, outline, procedure, approach, allotment of work, and possible difficulties. The plan is due at the beginning of the second day class.
- Carry out the plan, continuously discussing and reviewing every process of the project in the group. The most time of the preparing for the project have to be spent in the step. Referring to the instructor is welcomed.
- Draft the revise the report, using complementary and in-depth research.
- Finalize the report, which is **due at the beginning of the class, Oct. 23th**. Group presentations are arranged in the class Oct. 23th.

Final Examination

The final examination is open-book. The students may be asked conceptual questions and required case study, which integrate all what they have learned through the course, so the hints of the best preparation for the exam is to attend the class regularly, participate in the discussion proactively and read the course material carefully.

Designated Textbook:

Service Marketing in Asia, Second Edition (SMA2), Christopher Lovelock, etc., Prentice Hall, 2005

Course Grading

The students will be evaluated in accordance with the following categories:

Class Discussion	20%
Group Case-study	20%
Group term Project	30%
Final Examination	30%

Due to the joint work in written case and written report of the term project, the same grade for such assignment goes to all members of the same group. The students can identify their insights and efforts through all the other occasions.

Section 1: Service Nature and its Implication

1. Core concept of service,
2. Service contact,
3. Service product,
4. Service people,
5. 3 Delta strategy.

Reading:

1. Ch. 1, 3, 4. (SMA 2)
2. Holiday KTV in Taiwan (SMA 2, p.134-135)

Section 2: Service System

1. Customer experience,
2. Service quality,
3. Customer expectation and satisfaction
4. Service system.

Reading:

1. Ch. 2, 5, 8. (SMA 2)
2. **Starbucks in Asia (by Xiongwen Lu)**
3. **Repositioning of Pizza Hut in China (by Xiongwen Lu)**

Section 3: Service Marketing Communication

1. The role of communication,
2. Challenges and opportunities,
3. Branding of Communication.

Reading:

1. Ch. 5 (SMA 2)
2. **China Mobile Communication Corporation (M-Zone) (SMA 2, p. 87)**
3. **China Unicom (New Horizon) (by Xiongwen Lu)**

Case Presentation: Giordano: International Expansion (P. 531, textbook)

Section 4: Demand Management and Revenue Management

1. Time: a critical issue in service industry,
2. Demand management,

3. Revenue and service productivity.

Reading:

1. Ch. 6, 9 (SMA 2)
2. Resorts: Handling Seasonal Fluctuations (SMA 2, p.293)
3. Japanese Banks Deliver Faster Service Through Appointment System (SMA 2, p.303)

Section 5: Relationship Marketing and CRM

1. Why relationship and trust in marketing?
2. Database and relationship marketing,
3. CRM: technology or ideology?
4. CRM as a business strategy,
5. CRM and e-CRM.

Reading:

1. Ch. 12 (SMA 2)
2. Database Marketing (Business Week, September 5, 1994)
3. Identifying Your Most Profitable Customers (Business Quarterly, Winter 1996)
4. Redemption Initiative for the Starwood Preferred Guest Program at the Westin Shanghai (SMA 2, p.404)
5. Avoid the Four Perils of CRM (Harvard Business Review, Feb., 2002)

Group Term Project Presentation (Oct. 23th)

Final Examination (Oct. 30th)