



**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM (SM); TRIMESTER- II ; ACADEMIC YEAR 2017-18**

1. Course Code: MKT

2. Course Title: Services Management

3. Course Overview

Services touch the lives of every person today. Whether it is a restaurant, a communication service provider, a bank, a travel agent, a car rental or any of the innumerable options that we have – we experience services on a day-to-day basis. The service sector is indeed growing, unleashing new opportunities, offering scope for new services and entry of new services. India, too, is witnessing these changes, perhaps, at a level never experienced before. Services dominate the economy today. However, given the diverse nature and types of services businesses, the study of this sector becomes both interesting and challenging at the same time. A student needs to be exposed to the unique experiences and innovative practices in services such as Hospitality, Airlines, Travel and Tourism, Transportation, Banking, Insurance, Education, Retailing, Telecom and so on. Besides, services are very different from goods such as Toothpaste, Television or Laptops. Therefore, there are unique challenges inherent in designing, delivering and managing services.

Being an introductory course on services, this course begins with an understanding of the role and nature of services and then goes on to discuss the various concepts and issues related to the management of a service business. You would then be exposed to the environment in which services are delivered. The brightly coloured displays, the music, the uniforms – all these reinforce what the marketer wishes to communicate with its customers. Marketers are innovating several ways to make service experiences memorable for the customer. To be effective in providing customer satisfaction, service providers need to be aware of customer expectations of service. Companies today recognize that they can compete more effectively by distinguishing themselves with respect to service quality and improved customer satisfaction.

Since services cannot be touched or felt and are process-oriented (such as a hospital stay, opening a bank account), therefore, they are difficult to describe or communicate. Further, services are delivered by people. Rarely are two services alike or experienced in the same way. Thus, you would be introduced to approaches for new service development and design. From the customer's point of view, the most vivid impression of service occurs in the service encounter when the customer interacts with the service firm. So, companies need to manage these interactions well. Thus, the role of employees who interact with customers and deliver services assume importance. It is very necessary to develop an appropriate 'service culture' in every organization. Besides, customers also have a role to play in deriving complete satisfaction from the service (e.g. a patient needs to take medicines on time). This makes the delivery of services all the more challenging.

This course would help you to appreciate the unique issues involved in managing processes and people as to provide a special experience to customers. You would also be sensitized to the linkage of service quality with consumer satisfaction, loyalty and growth. Overall, the aim of the course is to provide an overview of service management from an integrated viewpoint with a focus on customer satisfaction; well as to foster an understanding of the tools for analyzing and optimizing the service experience.

4. Learning Outcomes

After undergoing this course, the student will be able to:

1. Discuss the basic nature of services, and their classifications in the service discipline.
2. Analyze the service environment and consumer behavior in services for better delivery of services
3. Assess the various issues in managing service operations
4. Examine strategies for delivering service quality and compare service quality issues for various service industries
5. Outline contemporary issues and challenges faced by service providers

5. List of Topics/ Modules

Module/Topic	Contents/Concepts
Module I: Understanding Services	<ul style="list-style-type: none">• Role and importance of services• Overview of service sector• Nature of services• Services Marketing mix• Technology in services
Module II: Marketing of Services	<ul style="list-style-type: none">• The role of Physical evidence• Customer expectations of service• Customer perceptions of service• Marketing communications
Module III: Managing Service Operations	<ul style="list-style-type: none">• Service design• Service process• Managing demand and supply• Delivering service through intermediaries
Module IV: Managing People in Services	<ul style="list-style-type: none">• Challenges of managing people in a service firm• Role of people in service delivery• Creating the right service culture
Module V: Service Quality Issues and Future Trends	<ul style="list-style-type: none">• Service Quality – concept and dimensions• Service Recovery• Service Ethics and Triple bottle line

6. Evaluation Criteria

Component	Description	Weight
End Term Exams	This will be a combination of cases; application based situational questions and conceptual questions.	40 %
Viva Voce	Viva-voce would be taken during mid-term. This will be based on conceptual questions.	20 %
Quizzes	There will be two quizzes based on multiple choice, open ended and fill in the blank(s) type of questions which will be conducted unannounced. The quizzes would be based on concepts, cases and readings. One of these shall be	10 %

	administered pre-mid term, and other post mid term.	
Group Presentation along with a Video Adv.	Each group would be allocated a specific sector (e.g. Tourism) by the course instructor. Groups have to prepare a detailed sectoral overview presentation based on secondary data research wherein the opportunities, issues and challenges would be highlighted. They would also prepare a Video ad (ranging from 30- 60 seconds) on service brand in the specific sector to promote the brand. While presenting these ad students would discuss the target audience and the message strategy used in preparing this advertisement.	10 %
Discussion Forum	Discussion on moodle on a topic assigned by the instructor.	5%
Final Presentations	The final presentations would present a comprehensive discussion of service management issues faced in the assigned company. Students would also provide their recommendations to the company based on their research regarding the same. Apart from secondary data, students are advised to collect primary data through interviews with company sources, retailers as well as actual customers. Students would also need to submit a report of the same.	15 % (5% - Report, 10% - Presentations)

7. Recommended/ Reference Text Books and Resources	
Text Book	Jauahri, Vinnie & Dutta, Kirti. (2009). <i>Services: Marketing, Operations & Management</i> , Oxford University Press: New Delhi (Referred hereafter as Text).
References	<ol style="list-style-type: none"> 1. Lovelock, Christopher, Wirtz, Jochen, & Chatterjee, Jayanta (2011). <i>Services Marketing – People, Technology, Strategy</i>, Seventh Edition, Prentice Hall: Delhi. 2. Zeithaml, V.; Bitner, M. Jo, Gremler, D.D. & Pandit, A. (2011). <i>Services Marketing: Integrating Customer Focus across the Firm</i>, 6th edition, Tata McGraw Hill: New Delhi (Referred hereafter as ZBGP) 3. Fitzsimmons, J. A. & Fitzsimmons, M.J. (2006). <i>Service Management: Operation; Strategy & Information Technology</i>, 5th edition, Tata McGraw Hill Publishing Company: New Delhi
Internet Resources	<ol style="list-style-type: none"> 1. http://www.ibef.org/sector.aspx (IBEF is a knowledge centre for global investors, international policy-makers and world media seeking updated, accurate and comprehensive information on the Indian economy, states and sectors. Students can access updated information related to various industries in the service sector) 2. http://www.businessworld.in/businessworld/businessworld/bw/Business (Covers news items related to various sectors such as Aviation, Telecom, Media & Entertainment, IT, Retail, Pharma etc.) 3. http://businesstoday.intoday.in/section/101/1/sectors.html (Covers news on various sectors such as Banks, Telecom, InfoTech, BPO, Pharma and Aviation)

8. Session Plan

Session	Topic	Readings (Chapter No. & Pp.)/ Cases	Learning Outcomes
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Session	Topic	Readings (Chapter No. & Pp.)/ Cases	Learning Outcomes
Module I: Understanding Services			
1.	<ul style="list-style-type: none"> • Discussion of Course Outline • Discussion on Course Expectations • Role and Importance of Services • Overview of the service sector 	<p>Discussion Text/ Ch.1, Pp. 19-23 & Ref 2</p> <ul style="list-style-type: none"> • <i>Text Page 544 to 571 : The service sector in India</i> 	To outline the role and importance of services in the economy and gain an understanding of the India service sector <i>LO1</i>
2.	<ul style="list-style-type: none"> • Nature of Services <ul style="list-style-type: none"> • What are services • Differences between goods and services • Distinctive characteristics of services 	<p>Discussion Text /Ch.1, Pp. 2-11 & 18-19</p>	To understand the nature of services and appreciate the distinction between goods and services <i>LO1</i>
3.	<ul style="list-style-type: none"> • Tangibility Spectrum • Search, Experience and Credence qualities • Classification of Services (Kotler's & Lovelock) 	<p>Discussion Ref 2 / Ch.1, Pp. 7, 24-25 Ref 1 for classification</p>	To discuss categories and classification of services in order to appreciate the nature of services <i>LO1</i>
4.	<ul style="list-style-type: none"> • Concept of Marketing Mix • Services Marketing Mix (7 P's) • Elements of the Service System (Operation, Delivery & Mktg) 	<p>Discussion Text / Ch.1, Pp. 27-31 & Ref 2</p>	To understand the concept of marketing mix and recognize the expanded mix in services <i>LO1</i>
5.	<ul style="list-style-type: none"> • Technology in Services <ul style="list-style-type: none"> ○ Self Services ○ Internet Services ○ Innovation in services 	<p>Discussion Text / Ch.17, Pp. 448 Ref 2 Pp. 14 to 20</p>	<i>LO1</i>
6.	Group Presentations	Overview of assigned service sectors	<i>LO1</i>
7.	Group Presentations	Overview of assigned service sectors	<i>LO1</i>
Module II: Marketing of Services			
8.	Gap Model of Service Quality	<p>Discussion Text / Ch.7, Pp. 206 - 212</p>	To understand provider GAPS of service <i>LO5</i>
9.	<p>Customer Expectations of Service</p> <ul style="list-style-type: none"> • Level of Expectations • Zone of Tolerance <p>QUIZ 1</p>	<p>Discussion Text / Ch.8, Pp. 225-230</p>	To recognize that customers hold different types of expectations from services <i>LO2</i>
10.	<ul style="list-style-type: none"> • Customer Perceptions • Customer Satisfaction • Service Encounters, Moments of Truth 	<p>Discussion Text / Ch.7, Pp. 194-202</p>	To associate the factors influencing customer perceptions and satisfaction towards

Session	Topic	Readings (Chapter No. & Pp.)/ Cases	Learning Outcomes
	<ul style="list-style-type: none"> • Dimensions of Service Quality 		services <i>LO2</i>
12	<ul style="list-style-type: none"> • Marketing Communications <ul style="list-style-type: none"> ○ Role of Mktg Communications ○ Challenges of Service Communication 	Guest Talk	<i>LO2</i>
Module III: Managing Service Operations			
13.	Physical Evidence <ul style="list-style-type: none"> • Servicescapes • Dimensions of the service environment 	Discussion Text / Ch.12, Pp. 332-337 <i>Ref 2 Pp 295-305</i>	To illustrate the role played by the servicescapes in the marketing of services <i>LO2</i>
14.	Managing Service Processes <ul style="list-style-type: none"> • Service Design • Service Process • Flow of Service Activity 	Discussion Text / Ch.14, Pp. 384-388, <i>Ref 2 Pp 249-255</i>	1. To discover the challenges inherent in designing services 2. To outline the basic concepts related to service processes <i>LO3</i>
15.	Managing Demand & Supply in Services	Discussion Text / Ch.15, Pp. 404-415	To infer challenges in balancing demand and capacity in services and identify strategies to meet the same <i>LO3</i>
Module IV: Managing People in Services			
16.	Delivering service through intermediaries <ul style="list-style-type: none"> • Direct or company owned channels • Franchising • Agents & Brokers • Electronic Channels 	Guest Talk	To identify the channels through which services are delivered. <i>LO3</i>
17	<ul style="list-style-type: none"> • Role of People in Service – Employees • Service Industry & Culture • Services Marketing Triangle • Challenges & Strategies 	Discussion Text /Ch.13, Pp. 349 - 363 Reference 2, Page 331 to 356	To determine the role of people in service production and delivery <i>LO4</i>
18.	<ul style="list-style-type: none"> • Role of People in Service – Customers • Educating the customer • Customer’s Role in Service Delivery 	Reference 2, Page 366 to 389	To appraise the importance of role of customers in service culture and identify the customer-related factors that contribute towards creating excellence in service culture in a firm

Session	Topic	Readings (Chapter No. & Pp.)/ Cases	Learning Outcomes
			<i>LO4</i>
Module V: Service Quality Issues and Future Trends			
19.	Service Recovery <ul style="list-style-type: none"> • Service Failure • Customer complaints • Recovery strategies • Service Gurantees Quiz 2	Discussion Text /Ch.16, Pp. 422-436 Reference 2, Page 190 to 215	To appraise the customer complaint behaviour and prescribe appropriate service recovery mechanisms <i>LO4</i>
20.	Pricing of Services	Discussion Text /Ch.9, Pp. 248-256	Types of pricing and To associate the factors influencing customer perceptions and satisfaction towards services wrt to pricing <i>LO2</i>
21.	Final Presentations		To discuss the unique issues and challenges in delivering quality service across industries <i>LO4 & LO5</i>
22.	Final Presentations		To discuss the unique issues and challenges in delivering quality service across industries <i>LO4 & LO5</i>
23.	Final Presentations		To discuss the unique issues and challenges in delivering quality service across industries <i>LO4 & LO5</i>
24.	<ul style="list-style-type: none"> • Service Ethics and Triple Bottom Line • Globalization of Services & Future Trends 	Discussion + Video Clips TEXT/Ch.17, Pp. 473-476	To explain the importance of service ethics and summarize trends in service businesses <i>LO5</i>

9. Contact Details

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etc.):	
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