

MKTG/HTM 386

Hospitality Services Marketing

Spring 2000

Instructor

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Out of Class Communications and Appointments

I read e-mail several times each day and normally respond promptly. Please use e-mail for quick communication. To schedule an appointment, please contact Wanda Hinkle at 568.3254. I am normally available for appointments during a portion of each day. In addition, I have set aside Tuesday afternoons from 2-5pm for open office hours

Course Rationale

This course is designed to build on the marketing concepts and principles that you learned in MKTG 380 — Principles of Marketing. The context of this course is the unique nature of marketing hospitality and tourism services. This course is designed around the following assignments, activities and experiences:

- Engaging in a series of team exercises and assignments, both in-class and outside of class. These are designed to enhance your leadership, critical thinking, interpersonal communication, decision-making, analytical thinking, organizational, business communications skills.
- Participating in a critical assessment of a hospitality services marketing management case study and presenting your recommendations.
- Designing, delivering and assessing a best practices professional workshop on a topic related to services marketing.
- Conducting a critical assessment of several case studies and providing constructive assessment, critique and suggestions related to case study recommendations presented by other teams.

Course Objectives

This course will provide students with an opportunity to:

1. apply the unique elements of service marketing principles to the hospitality and tourism industry;
2. conduct a situation analysis, develop business plans, make and justify business decisions, and assess team performance;
3. understand the complexity of both consumer and organizational buyer behavior;
4. apply market segmentation and product-service mix strategies and tactics;
5. apply the elements of the hospitality marketing mix to a series of marketing case studies;
6. refine and enhance interpersonal and business communications skills.

Text and Course Materials

Lovelock, Christopher and Lauren Wright, Principles of Service Marketing and Management, Prentice-Hall, Inc., 1999.

Lewis, Robert C., Cases in Hospitality Marketing and Management, Second edition, John Wiley and Sons, 1997.

Method of Evaluation

Final grades will be determined based on the weighting of the assignments listed below.

Individual (40%):

Individual case analysis, Virgin Atlantic Airways	15%
Tests (2)	15%
Randomly graded individual case analysis notes	10%

Team (60%):

Analysis of a case study (written and oral presentation)	20%
Critique of another team's case study (written and oral)	10%
Best practices workshop (design, delivery and evaluation)	25%
Short assignments	5%

Two peer evaluations will be used as input for the adjustment of individual grades. This input will come from the peer evaluation form that will be written, discussed and signed by each member of the team. Each team member will complete the acknowledgement section of this form. The team grades for each individual student may be adjusted significantly based on this peer evaluation input. Final individual grades will be based on the following scale, based on the percentage of possible points attained by each student as shown below. The plus/minus grading system will be used in this class.

- A/A- = 90-100%
- B+/B/B- = 80-89.99%
- C+/C/C- = 70-79.99%
- D+/D = 60-69.99%
- F = <60%

Course Policies

1. Regular attendance is the responsibility of each student. You are expected to come to class prepared to discuss the assigned material. You will be called upon to do so. Attendance will be taken during each class. You will be permitted one absence without penalty. An absence is defined as missing all or part of one night's class. Each absence in excess of one class will result in a lowering of the final grade by 1% for each class session that is missed. If a student misses class, it is his/her responsibility to obtain information from other students and to be prepared for the next class session.
2. Team and individual assignments are due as noted in the syllabus, class web site updates, email updates and as announced in class. The potential point value of assignments turned in late will be reduced by 10% for each day the assignment is late. Assignments related to case studies or other assignments that will be discussed in class are due prior to the start of class and will not be accepted after class has started.

3. Nearly all class materials will be distributed via electronic means, email and the course web site. In order to use the downloadable files from the course web site, you must have a copy of the Adobe Acrobat Reader. This free file can be downloaded from www.adobe.com.
4. All individual assignments are to be completed solely by the individual student. You are not to consult with anyone, nor review material developed by other students. Team assignments are to be completed solely the members of the team. You are not permitted to review projects or assignment that have been completed or are being completed by other students. Any outside assistance provided by individuals who are not members of the team will be considered a JMU Honor Code violation.
5. It is expected that you will use Microsoft Office software to generate all written and presentation assignments in this class. Most assignments will be submitted via email, making use of attachments. If an assignment is to be submitted via email, a hard copy will not be accepted.
6. The James Madison University Honor Code shall be in effect in this class. Please refer to the JMU Student Handbook for details. If you have specific questions about possible Honor Code violations, please consult with the instructor.

Class Guidelines

In order to create an environment that will facilitate the exchange of ideas, the following guidelines will be followed in this class:

1. Since I realize that there is no such thing as a "bad" question, I will seek clarification of any material that I do not understand.
2. In a case study environment, there is a difference between opinion and fact. I will not try to impose my opinion on others as facts.
3. It is important that students arrive on time for class, and following breaks. Students are requested not to leave class while it is in session. Breaks will scheduled after a period of time not greater than 75 minutes.
4. Rudeness to others will not be permitted. Examples include, but are not limited to:
 - talking while a student, the instructor, or a guest speaker is speaking;
 - reading newspapers, magazines, or other non-class material in class; and
 - studying for other classes in this class.
5. Place all food and drink containers in the appropriate trash and recycle bins. When you leave, be sure that your area of the classroom is cleaner than when you arrived.

TEAM AND INDIVIDUAL ASSIGNMENTS

Case Studies — Team Analysis, Report and Presentation

As outlined on the syllabus, there are several cases that have been assigned this semester. All of these cases can be found in Lewis textbook. Working in teams, you will be expected to conduct a case analysis, submit a written report of your analysis and recommendations, and finally, make a presentation of your analysis and recommendations to the class.

The process of analyzing and discussing actual cases can be very valuable. By assuming the role of a marketing manager or consultant, you can apply and test the principles, theories, and practices you have studied. Moreover, analyzing marketing cases, then communicating and defending your analysis provides experience in managing the marketing function.

Each of the cases we will examine involves a real firm or nonprofit organization, which, at the time the case study was written, faced some issue of concern to its top marketing managers. Most of them include information about an organization's operations, policies, and systems, liberally sprinkled with opinions, estimates, reports, financial statements, plus other data selected by the case writers. You are expected to use skills and information from other courses in analyzing these cases. For example, use the available financial information to the fullest extent possible. For example, it is expected that your work resulting in a written case analysis and class presentation will make use of Microsoft Word, Excel and PowerPoint.

Whether you are preparing for a class discussion, presentation, or for a formal written analysis, plan to read the assigned case more than once. Begin with a fast skimming to get acquainted with the organization, its size, age, location, principal products and services, and other major characteristics. Take time to calculate a few critical financial ratios if the appropriate information is available. Comparing such ratios and their trends with industry averages sometimes reveals symptoms that are not mentioned specifically in the case. Two or three additional readings of the case, some reflection, and, perhaps, outside research are likely to be needed to complete a comprehensive analysis.

Case Analysis Outline

Your overall task is to isolate the most critical problem, conduct a thorough analysis and develop recommendations appropriate to deal with the problem. Suggested steps you might follow are:

1. Why is there a problem? What is (are) the critical question(s)? What is the root problem?
2. What are the critical factors? What has to be changed?
3. Develop a situation analysis to include elements of the hospitality marketing mix. To fully understand the situation, you should carefully examine the organization's strengths, weaknesses, opportunities and threats (SWOT's).
4. Develop a well thought out recommended course of action, justification for the recommendation, and action plans and timetable to accomplish the desired results. You are expected to explain the steps, the resources that will be

employed, and other details of carrying out your recommendations. A sound decision, badly executed, may be worse than a well-implemented mediocre decision. The implementation plan should prove that your solution is both possible and practical. Such details as who will be involved, when and where the necessary resources will come from, and how you will handle the downsides risks associated with your recommendations should be anticipated.

The Oral Presentation

Your team's oral presentation should be approximately 20 minutes in length and should cover the major sections of the case analysis outlined above. *Your presentation should begin with an overview of the major issues and problems, as well as brief review of your recommendations.* Following this introduction, your team can fully present your analysis and recommendations. It is expected that you will be dressed professionally, and conduct the presentation as if you were making a presentation to a team responsible for making the decision about what the organization should do.

The instructor will evaluate each team's presentation. In addition, each member of the class will complete a presentation evaluation. Feedback from class members will be provided to the team, but the feedback from class members will not be used to determine a presentation grade. A copy of the presentation evaluation form can be found on the class web site. *It is the responsibility of the presenting team to bring a copy of the presentation evaluation form for each student in class on the day that the team is making the presentation.*

Team Written Case Analysis

Your team will submit a Microsoft Word generated written case analysis that covers the same information as will be presented in class. The maximum length of this case analysis is 6 pages, plus supporting appendices. *The team written analysis is due by 5pm on Sunday, two days prior to your oral presentation on Tuesday. This assignment should be submitted as a Microsoft Word attachment to an email. At the time the written analysis is turned in, the Microsoft PowerPoint file of the slideshow you will use in class is also due. These assignments are due two days prior to being presented in class and under no circumstances will they be accepted after the case has been presented in class. The slideshow used during the presentation should be identical to the one that is submitted two days prior to the presentation.*

Case Studies — Individual Summary and Analysis

On the days when another team is presenting a case, your responsibility will be to have read the case and be prepared to ask probing questions. Following the introductory section in which the team presents the issues and their recommendation, feel free to interrupt the speakers to ask for clarification of a point or to ask why they interpreted specific information in the way that they did. In particular, the role of every member of the class is to ask questions about the recommendations, to assure that it is well conceived and has a high probability of being successful. In short, your role is to **ASK QUESTIONS!**

For each of the cases from the Lewis book that your team is NOT presenting, you will be expected to submit a two-page Microsoft Word document that is a summary and analysis. This summary should include:

- Listing of the major marketing issues of concern. What do you believe is the major problem?
- Brief review of the financial position of the organization and quantitative data in the case study.
- Five to six questions you will pose to the team making the presentation.
- Any other pertinent analysis that you believe is critical to the case.

This is an individual assignment that must be submitted, as a Microsoft Word email attachment not later than 5pm on the day the case will be presented. At the end of each class in which a case is presented, I will inform you whether this particular individual case summary and analysis will be graded. During the course of the semester, a total 4 cases will be graded.

Case Studies - Team Critiques

Based on the weekly class schedule, each team is expected to critique one case presentation by another team. When your team is responsible for the critique, your team will submit a Microsoft Word file as an e-mail attachment that addresses the following:

- Listing of the major marketing issues of concern. What do you believe is the major problem?
- Brief review of the financial position of the firm and quantitative data in the case study.
- Eight to ten questions you will pose to the team making the presentation.

This is a team assignment that must be submitted as a Microsoft Word email attachment not later than 5pm on Sunday, preceding the case presentation in class on Tuesday. The maximum length is 3 pages.

Best Practices Workshop – Team Assignment

Your team will build on the text and class material by designing, delivering and conducting a self-assessment a professional “best practices” workshop for the other members of the class. The format of this workshop will be similar to one in which you will participate after graduation, or more likely, one that you will plan and conduct following graduation.

Your team will propose a workshop topic that is based on one of the chapters of the Lovelock/Wright text. Your team will conduct additional research, develop a workshop that expands on the material in the text and provides significant value added for the students

enrolled in the class. Your grade for this assignment will be divided into three components:

- *Design of the workshop* – This will include the development of the workshop outline, researching the material for the workshop, briefing meetings with the instructor and all other planning activities prior to the actual workshop.
- *Delivery of the workshop* – During the class in which your team presents the workshop, you will have approximately 50 minutes available. It is expected that your workshop will be inter-active and experiential in nature. The evaluation of this component will be based on the content, organization, delivery and value of the workshop.
- *Evaluation of the workshop* – Following the delivery of the workshop, each team will complete a self-assessment of the workshop. This will be done in two parts. The team will meet with the instructor immediately following the workshop for a de-briefing meeting. *After this meeting, a written self-assessment will be due by 5pm on the Friday following the workshop.* This assignment should be sent as an email attachment. This self-assessment should be done in memo format and should include the following:
 - Information presented or conveyed, including such items as opening comments, organization, appropriateness of content, and involvement of class members
 - Communication and facilitation skills of workshop presenters
 - Overall strengths and weaknesses of the workshop
 - Strengths and weaknesses of each individual team member
 - Ways the workshop could be improved

Extra Credit

You can earn extra credit by attending guest speaker presentations that have been announced in class or via e-mail. Following your attendance, submit a two (2) page double-spaced summary of the presentation. Extra credit will be awarded.