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SOLUTIONS MANUAL

FOR

Services Marketing

7th Edition
By Zeithaml
ISBN13-9780078112102

SECTION 2 SYLLABUS DESIGN

"Whatever you can do or think you can do, begin it.

Boldness has genius, magic and power in it."

-- Goethe

MANAGING THE PHYSICAL EVIDENCE

Virtually all faculty use syllabi as a means of describing course content and objectives to students. However, it is likely that few give much thought to the kinds of messages these documents can communicate. This is particularly ironic in a services marketing course, where we teach students that managing the physical evidence of service (e.g., our syllabi) is extremely important. As Chapter 10 of the *Services Marketing* text points out, physical evidence is crucial in "communicating service quality attributes and creating the service experience." Physical evidence includes "any tangible commodities that facilitate performance or communication of the service," and it is particularly important in providing information about services that are high in credence or experience characteristics.

Educational services are highly intangible offerings. In fact, they are shown at the extreme right of the Tangibility Spectrum presented in Figure 1.2 of the *Services Marketing* text. This implies that they are high in credence and experience characteristics and thus are more difficult to evaluate than products that are dominated by tangible attributes. Students are very concerned with trying to predict the quality of their upcoming educational experiences at the beginning of each semester and they carefully scrutinize any available physical evidence (or search attributes) for clues. Syllabi take on great importance since they are among the first bits of tangible information that students get about teachers and courses. What is transmitted either intentionally or accidentally can have a dramatic effect on student behavior and classroom culture. (Remember that there is no second chance to make a good first impression—especially if your Services Marketing course is an elective!)

At best, your syllabus can clearly communicate your goals and objectives in language that is friendly, respectful, and understandable to students. It can be an excellent stimulus for a class discussion about your beliefs and expectations regarding individual and class behavior, and you can even facilitate greater course ownership by letting students participate in some aspects of syllabus design.

While syllabi can be very helpful in communicating course content and expectations, they can also work against you in unintended ways. The tone and structure of your syllabus can negatively affect your students' perceptions of you or your course. If your message does not match your underlying educational goals for your students, you may be providing inconsistent or incompatible physical evidence that will create confusion and mistrust as students try to figure out what you *really* expect from them. (In this case, you are actually widening Gap 4 in your own educational service delivery.) For example, if your syllabus is formal or condescending in tone or does not demonstrate that active learning is a valued part of the course content, it is very difficult to get students to fully participate in creating a collaborative or active learning environment.

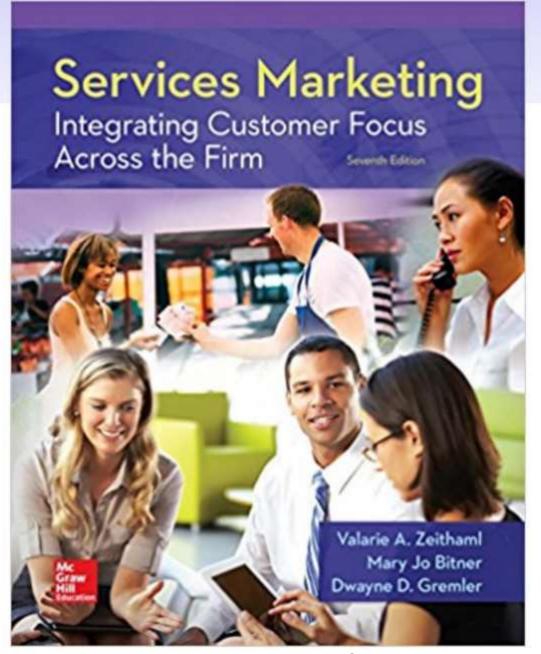
As you design your syllabus, you may want to carefully consider all of the tangible cues that you are providing (in addition to the description of the course content) and use them in the most effective way to positively communicate with students. Possibilities include: 1) choice of wording and fonts; 2) visual appeal (e.g., adequate "white spaces" and color of paper); 3) personal touches (e.g., humor, clip art and quotes); and 4) clear but friendly statements of course objectives, performance expectations and class

format. As mentioned above, you can also get students directly involved if you are willing to wait until the second class to pass out your syllabus. Students can work in small groups on the first day to vote on a color for "their" syllabus and to identify one "house rule" that they would like to see followed throughout the semester. The color selection votes and house rules can then be collected. When the syllabus is distributed during the next class period, your students will be very interested to see which syllabus color and house rules were selected.

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Most of the syllabi listed in the tables that follow were designed for use with previous editions of the Zeithaml, Bitner, and Gremler text. However, with a couple of exceptions, the topics of the seventh edition of the textbook are the same as in previous editions. So, these syllabi should be useful resources for you as you design your services marketing course. Undergraduate syllabi are included in the first table, graduate syllabi in the second table. Each table lists distinct syllabi and identifies the instructor and his/her institution, the title of the class, and course length, and includes a hyperlink to a PDF version of the syllabus. That is, each syllabus listed in the tables below has been saved in PDF format on Dwayne Gremler's web site (You will need to have Adobe Acrobat Reader in order to open the PDF formatted files. (If you would like to add your syllabus to the list, send an e-mail message to Dwayne Gremler at

^{*}This course used a Chinese Edition of the text. This version is a Simplified Chinese translation edition of Zeithaml and Bitner's (2003) third edition of *Services Marketing: Integrating Customer Focus Across the Firm*, jointly published by McGraw-Hill Education (Asia) Co. and China Machine Press.



Chapter

Chapter 2-2

Conceptual Framework of the Book: he Gaps Model of Service Quality

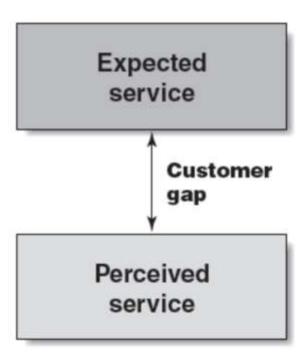
- The Customer Gap
- The Provider Gaps:
 - Gap 1 The Listening Gap
 - not knowing what customers expect
 - Gap 2 The Service Design and Standards Gap
 - not having the right service designs and standards
 - Gap 3 The Service Performance Gap
 - not delivering to service standards
 - Gap 4 The Communication Gap
 - not matching performance to promises
- Putting It All Together: Closing the Gaps

Objectives for Chapter 2: The Gaps Model of Service Quality

- Introduce the framework, called the gaps model of service quality, used to organize this textbook.
- Demonstrate that the gaps model is a useful framework for understanding service quality in an organization.
- Demonstrate that the most critical service quality gap to close is the customer gap, the difference between customer expectations and perceptions.
- Show that four gaps that occur in companies, which we call provider gaps, are responsible for the customer gap.
- Identify the factors responsible for each of the four provider gaps.

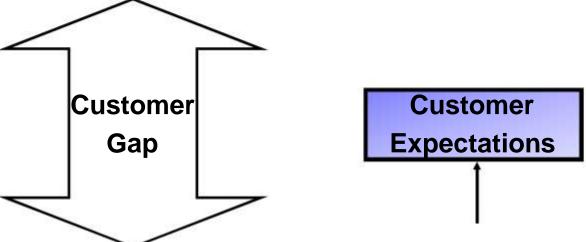
The Customer Gap

FIGURE 2.1
The Customer Gap

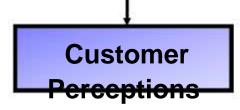


Chapter 2-5

Key Factors Leading to the Customer Gap



- Provider Gap 1: Not knowing what customers expect
- Provider Gap 2: Not having the right service designs and standards
- Provider Gap 3: Not delivering to service standards
- Provider Gap 4: Not matching performance to promises



Gaps Model of Service Quality

- Customer Gap:
 - difference between customer expectations and perceptions
- Provider Gap 1 (Listening Gap):
 - not knowing what customers expect
- Provider Gap 2 (Service Design & Standards Gap):
 - not having the right service designs and standards
- Provider Gap 3 (Service Performance Gap):
 - not delivering to service standards
- Provider Gap 4 (Communication Gap):
 - not matching performance to promises

Provider Gap 1

CUSTOMER

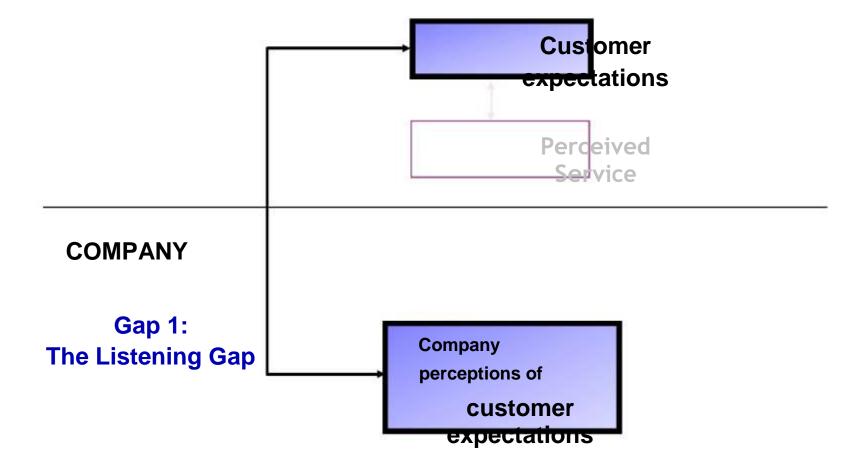
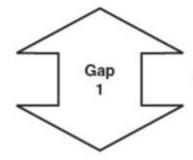


FIGURE 2.2

Key Factors Leading to Provider Gap 1: the Listening Gap



Customer expectations

· Inadequate customer research orientation

Insufficient customer research Research not focused on service quality Inadequate use of market research

Lack of upward communication

Lack of interaction between management and customers Insufficient communication between contact employees and managers Too many layers between contact personnel and top management

Insufficient relationship focus

Lack of market segmentation

Focus on transactions rather than relationships

Focus on new customers rather than relationship customers

Inadequate service recovery

Lack of encouragement to listen to customer complaints
Failure to make amends when things go wrong
No appropriate recovery mechanisms in place for service failures

Company perceptions of customer expectations

Provider Gap 2

CUSTOMER

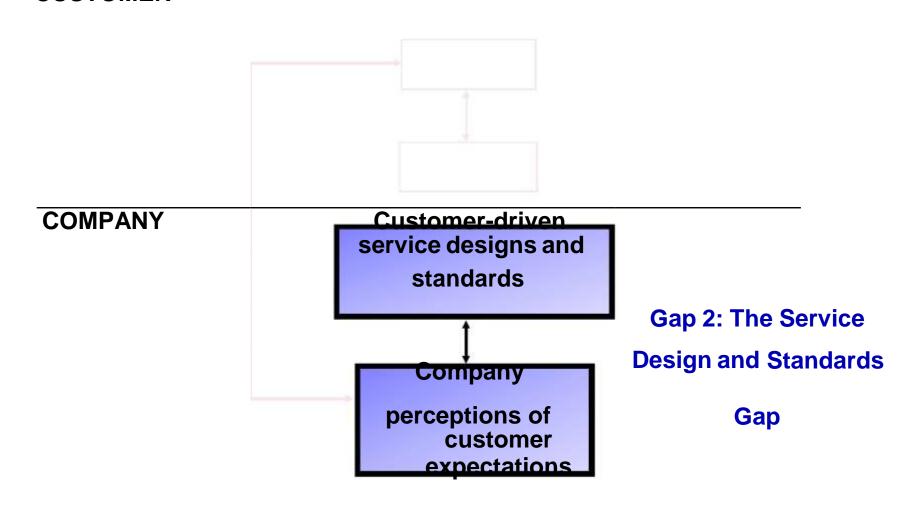
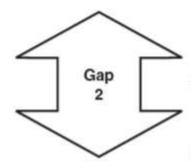


FIGURE 2.3

Key Factors Leading to Provider Gap 2: the Service Design and Standards Gap



Customer-driven service designs and standards

Poor service design

Unsystematic new service development process Vague, undefined service designs Failure to connect service design to service positioning

Absence of customer-driven standards

Lack of customer-driven service standards

Absence of process management to focus on customer requirements

Absence of formal process for setting service quality goals

Inappropriate physical evidence and servicescape

Failure to develop tangibles in line with customer expectations Servicescape design that does not meet customer and employee needs Inadequate maintenance and updating of the servicescape

Management perceptions of customer expectations

Provider Gap 3

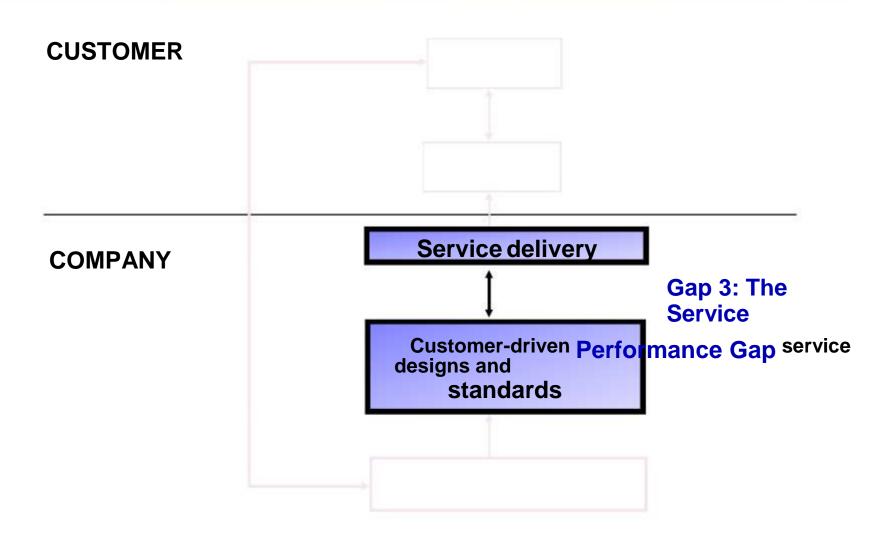
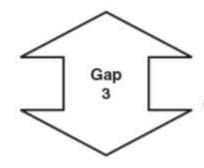


FIGURE 2.4

Key Factors Leading to Provider Gap 3: the Service Performance Gap



Customer-driven service designs and standards

· Deficiencies in human resource policies

Ineffective recruitment

Role ambiguity and role conflict

Poor employee-technology job fit

Inappropriate evaluation and compensation systems

Lack of empowerment, perceived control, and teamwork

· Failure to match supply and demand

Failure to smooth peaks and valleys of demand

Inappropriate customer mix

Overreliance on price to smooth demand

· Customers not fulfilling roles

Customers lack knowledge of their roles and responsibilities

Customers negatively impact each other

· Problems with service intermediaries

Channel conflict over objectives and performance

Channel conflict over costs and rewards

Difficulty controlling quality and consistency

Tension between empowerment and control

Service delivery

Chapter 2-13

Provider Gap 4

CUSTOMER

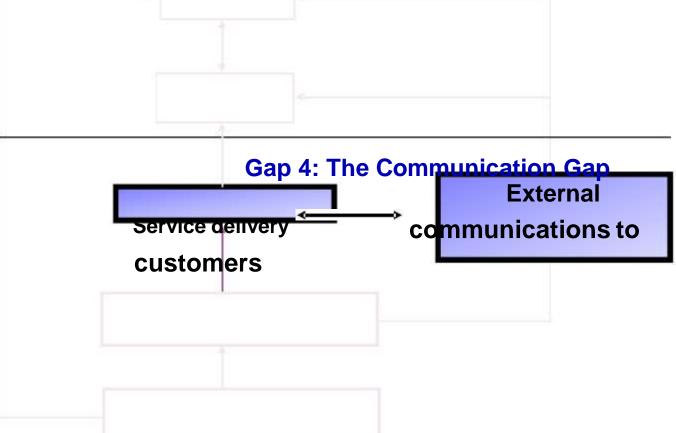
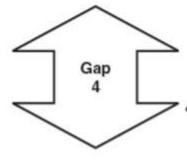


FIGURE 2.5

Key Factors Leading to Provider Gap 4: the Communication Gap



Service delivery

Lack of integrated services marketing communications

Tendency to view each external communication as independent Not including interactive marketing in communications plan Absence of strong internal marketing program

· Ineffective management of customer expectations

Not managing customer expectation through all forms of communication Not adequately educating customers

Overpromising

Overpromising in advertising

Overpromising in personal selling

Overpromising through physical evidence cues

Inadequate horizontal communications

Insufficient communication between sales and operations Insufficient communication between advertising and operations Differences in policies and procedures across branches or units

Inappropriate pricing

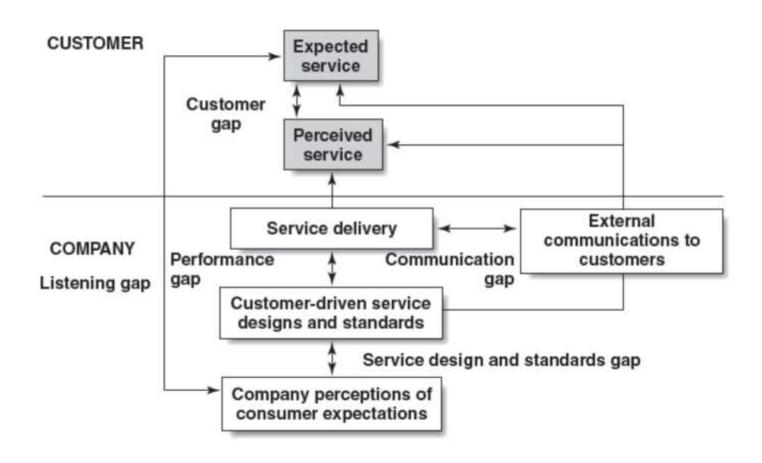
High prices that raise customer expectations

Prices that are not tied to customer perceptions of value

External communications to customers

Gaps Model of Service Quality

FIGURE 2.6 Gaps Model of Service Quality



Ways to Use Gap Analysis

- Overall Strategic Assessment:
 - How are we doing overall in meeting or exceeding customer expectations?
 - How are we doing overall in closing the four company gaps?
 - Which gaps represent our strengths and where are our weaknesses?

Ways to Use Gap Analysis

- Specific Service Implementation
 - Who is the customer? What is the service?
 - Are we consistently meeting/exceeding customer expectations with this service?
 - If not, where are the gaps and what changes are needed? (Examine gaps 1-4 for this particular service.)