



## Course Syllabus

<b>Course Code</b>	<b>Course Title</b>	<b>ECTS Credits</b>
MBAN-749	Marketing of Services	6
<b>Prerequisites</b>	<b>Department</b>	<b>Semester</b>
MBAN-650	School of Business	Fall, Spring
<b>Type of Course</b>	<b>Field</b>	<b>Language of Instruction</b>
Concentration	Marketing	English
<b>Level of Course</b>	<b>Lecturer(s)</b>	<b>Year of Study</b>
2 <sup>nd</sup> Cycle	Dr. Erasmia Leonidou	1 <sup>st</sup> or 2 <sup>nd</sup>
<b>Mode of Delivery</b>	<b>Work Placement</b>	<b>Corequisites</b>
Face-to-Face	N/A	None

### Course Objectives:

The main objectives of the course are to:

- Master the key concepts and differentiating factors of Services Marketing
- Recognize services' differences from tangible goods and understand their marketing implications
- Comprehend the value and benefits of 'People' and Internal Services Marketing
- Analyse and design the Service as a specific and methodically designed process
- Manage Customer Encounters, Service Relationship Marketing and Customer Loyalty
- Design a comprehensive Services Marketing Mix
- Provide a solid foundation of SM business education that will enable students to become effective managers anywhere in today's globally competitive environment.
- Enhance intellectual development and student graduate maturity
- Develop the skills necessary towards practical implementation of the knowledge gained
- Interrelate the material covered with adjacent and relevant business theories

### Learning Outcomes:

After completion of the course students are expected to be able to:

**1. Use generic marketing knowledge to the service organisation.**

Students should be able to utilize the knowledge obtained through their introductory and more advanced marketing courses to the specific case of services.

2. **Demonstrate how service organisations' differentiation factors affect marketing theory and practice and correspondingly be able to adapt to these.**
3. Students must learn the many differences between services and other businesses/organizations/products and understand how these affect their marketing. Additionally, they must be able to design marketing actions and tactics specifically for services taking into account the above differences.
4. **Analyse and design service delivery processes in the strategic and tactical marketing contexts.**
5. Students must learn to break down service delivery into individual steps, become able to represent this breakdown in schematic fashion e.g. service blueprints, and use these to create service delivery methods and systems that best meet the org. marketing objectives.
6. **Develop marketing strategies to build and sustain customer relations with, and loyalty to the service organisation.**
7. For services the 'people' element is disproportionately important, both in the customer sense and the employee sense. On the one hand owing to the frequent high contact level between these and on the other owing to the frequent complexity of services, the matters of 'relationships' and 'loyalty' become extremely important. Students should master these notions as well as the benefits, costs and mechanisms underlying these.
8. **Indicate and explain factors and forces that disproportionately matter more to service organizations, such as 'internal marketing', 'people', 'customers role in the production process' and others.**
9. Students must especially become able to understand the role of employees in terms of dealing with the service client and should also be able to incorporate the client into the production process, both as a co-producer and as part of the service itself.
10. **Operate effectively in a multicultural environment and to adapt quickly to changing social, political, legal and economic conditions.**
11. The subject is not a static one as it is modified and adapted to the continuous changes of a dynamic business world. Students therefore develop critical thinking and innovative approaches to be able to apply services marketing management diachronically, by understanding and taking into account the conditions and forces of any situation; including technological, economic and cultural ones.
12. **Become able to practically apply/implement their knowledge in real case scenarios**  
Beyond theory, students should become able to mentally and effectively position knowledge gained in the wider context of the various strategic marketing management processes learnt and to develop the critical thinking and decision making intuition towards practical implementation in pragmatic conditions.

**"Details on the contribution of the course's learning outcomes towards the learning goals / competencies and learning objectives of the programme are included in the curriculum map of each programme".**

**Course Content:**

1. **Service marketing concepts and new perspectives on marketing in the service economy.**  
The subject includes an overview of the importance of services in modern economies and societies, trends in services, the differentiating factors of services' marketing, and the eight 'Ps' of services' marketing.
2. **Customer behavior in service encounters**  
The subject includes the role of customers in service design and delivery, and the idiosyncratic nature of services customer behavior owing to the above-mentioned differences.
3. **Developing service concepts: core and supplementary elements**  
The subject presents the students the service product as different layers, including the core service, all the supplementary services and the 'flower' of service.
4. **Distributing services through physical and electronic channels**  
The subject touches upon the ability of services to be offered through 'cyberchannels' thereby significantly altering both the product itself, as well as its potential target markets, delivery methods and the 'Place' tactic in general.
5. **Exploring business models: pricing and revenue management**  
The subject explores pricing of services, the ability to adopt multiple pricing strategies simultaneously, the element of 'value' when setting a price, issues such as risk and brand and the way they affect pricing, as well as methods to develop the pricing of services.
6. **Educating customers and promoting the value proposition**  
In services, educating the customer to become an effective and efficient co-producer, but also part of the service product itself, is an essential part of services marketing communications. This section explores this matter as well the importance and ways of building the service value offering.
7. **Positioning services in competitive markets**  
The subject expands on the above specifically in the context of positioning.
8. **Designing and managing service processes**  
The subject includes the breakdown of service design and delivery into individual steps, its presentation in a schematic fashion using flowcharts, service blueprints etc, and using these to create service delivery methods and systems that best meet the marketing objectives of the organization

**Learning Activities and Teaching Methods:**

Lectures, discussions with class participation, case studies, videos and internet presentations, weekly group and individual interactive exercises/homework, Assignment (continuous process), scientific paper analysis

**Assessment Methods:**

Final Exam, Assignment (Project) work, Weekly group and individual interactive exercises/homework

**Required Textbooks / Readings:**

Title	Author(s)	Publisher	Year	ISBN
Services Marketing, 7 <sup>th</sup> Edition	Valarie Zeithaml, Mary Jo Bitner and Dwayne Gremler	McGraw Hill	2018	10: 0078112109, 13: 9780078112102

**Recommended Textbooks / Readings:**

Title	Author(s)	Publisher	Year	ISBN
Essential of Services Marketing, 2 <sup>nd</sup> Edition	Jochen Wirtz, Patricia Chew, Christopher Lovelock	Pearson Education South Asia	2012	978-981-06-8618-5

**Tentative Scientific of Potential Journal Papers for Review & Discussion**

Thrassou, A., Vrontis, D. and Kotabe, M. (2011), "Towards a Marketing Communications Model for Small Political Parties - A Primary Principles Strategic Perspective for Developed Countries", *Cross Cultural & Strategic Management* (former 'Cross Cultural Management: An International Journal'), Vol. 17, No. 3, pp. 263-292 (ISSN: 1352-7606- Emerald).

Vrontis, D., Thrassou, A, Chebbi, H. and Yahiaoui, D. (2012), Transcending Innovativeness Towards Strategic Reflexivity, *Qualitative Market Research: An International Journal*, Vol. 15 Iss: 4, pp.420 – 437, DOI 10.1108/13522751211257097

Thrassou, A., Vrontis, D., Bresciani, S. (2014), Strategic Reflexivity in the Hotel Industry – A Value Based Analysis, *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 10, Nos 2/3, pp.352-371

Vrontis, D., Thrassou, A., Kartakoullis, N. L. and Kriemadis, T. (2014), Strategic Marketing Planning for Football Clubs: A Value-Based Analysis, *Journal for Global Business Advancement*, Volume 7, No.4, pp.355-374

Chebby, H., Yahiaoui, D., Vrontis, D., Thrassou, A. (2015), "Building Multiunit Ambidextrous Organizations: A transformative framework", *Human Resource Management*, Volume 54, Issue S1, December 2015, Pages s155–s177, DOI:10.1002/hrm.21662

Vrontis, D., Thrassou, A. and Amirkhanpour, M. (2017), "B2C Smart Retailing: A Consumer-Focused Value-Based Analysis of Interactions and Synergies" *Technological Forecasting and Social Change*, Vol. 124, pp. 271-282, DOI: <https://doi.org/10.1016/j.techfore.2016.10.064>

Santoro, G., Vrontis, D., Thrassou, A., Dezi, L. (2018). The Internet Of Things: Building Knowledge Management Systems For Open Innovation And Knowledge Management Capacity, *Technological Forecasting and Social Change*, [Volume 136](#), Pages 347-354, DOI: <https://doi.org/10.1016/j.techfore.2017.02.034>

Al Khoury G., Thrassou A., Kaufmann, H.R (2018), [Utilisation of emotional intelligence in the retail banking sector - a preliminary model for Lebanon](#), *Global Business and Economics Review*, DOI: [10.1504/GBER.2018.094446](https://doi.org/10.1504/GBER.2018.094446)

Thrassou, A., Vrontis, D. and Bresciani, S. (2018), The Agile Innovation Pendulum: A strategic marketing multicultural model for family businesses, [International Studies of Management and Organization](#), Vol. 48, No.1, March 2018, pp. 105-120, <http://www.tandfonline.com/doi/full/10.1080/00208825.2018.1407178>

El Nemar, S., Vrontis, D., Thrassou, A. (2018), An Innovative Stakeholder Framework for the Student-Choice Decision Making Process, *Journal of Business Research*, Vol., No. X., (ISSN: 1751-1062, Emerald), <https://doi.org/10.1016/j.jbusres.2018.11.053>

Leonidou, E., Christofi, M., Vrontis, D., Thrassou, A. (2018), An integrative framework of stakeholder engagement for innovation management and entrepreneurship development, *Journal of Business Research*, <https://doi.org/10.1016/j.jbusres.2018.11.054>

Santoro, G., Thrassou, A., Bresciani, S. (2019). Do Knowledge Management and Dynamic Capabilities Affect Ambidextrous Entrepreneurial Intensity and Firm's Performance? *IEEE Transactions on Engineering Management*. DOI 10.1109/TEM.2019.2907874

Serravalle, Ferraris, A., Vrontis, D., Thrassou, A., Christofi, M. (2019), Augmented Reality in the Tourism Industry: a multi-stakeholder analysis of museums, *Tourism Management Perspectives*, Vol.32(2019), <https://doi.org/10.1016/j.tmp.2019.07.002>

Thrassou, A., Santoro, S., Leonidou, E., Vrontis, D., Christofi, M. (2020), Emotional intelligence and perceived negative emotions in intercultural service encounters: Building and utilizing knowledge in the banking sector, *European Business Review*, [Vol. 32, Iss. 3](#). DOI <https://doi.org/10.1108/EBR-04-2019-0059>

Campanella, F., Del Giudice, M., Thrassou, A., Vrontis, D. (2020), Ambidextrous Organizations in the Banking Sector: An Empirical Verification on Banks' Performance and Conceptual Development, *International Journal of Human Resource Management*, Vol. 31, No. 2, pp. 272–302, DOI: 10.1080/09585192.2016.1239122

Chatterjee, S., Chaudhuri, R., Vrontis, D., Thrassou, A., Ghosh, S. and Chaudhuri, S. (2020), Social Customer Relationship Management Factors and Business Benefits, *International Journal of Organizational Analysis*, DOI: 10.1108/IJOA-11-2019-1933 (ISSN: 1934-8835, Emerald)

Chatterjee, S., Chaudhuri, R., Vrontis, D., Thrassou, A., Ghosh, S.K. (accepted), ICT-enabled CRM System Adoption: A Dual Indian Qualitative Case Study and Conceptual Framework Development, *Journal of Asia Business Studies*, <https://doi.org/10.1108/JABS-05-2020-0198>

Epaminondas, E., Chaanine, J., Vrontis, D., Thrassou, A., Vrontis, D., Christofi, M. (accepted), Information Communication Technology, Knowledge Management, Job and Customer Satisfaction: A study of Healthcare Workers in Lebanon, *Journal of Knowledge Management*, <https://doi.org/10.1108/JKM-12-2019-0760>