



**UNC  
GREENSBORO**  
Bryan School of  
Business and Economics

**FALL 2020**  
**SUSTAINABLE TOURISM AND HOSPITALITY**  
**DEPARTMENT OF MARKETING,**  
**ENTREPRENEURSHIP, HOSPITALITY, AND TOURISM**

## **STH/ENT 451 SERVICE MANAGEMENT - 100% Online**

<b>Fall 2020</b>	<i>UNCG Start Date:</i>	Tuesday 8/18/2020
	<i>UNCG Last day of course</i>	Tuesday, 11/24/2020

Integration of service systems management, human behavior, and marketing in the creation, delivery, and assurance of service quality and customer satisfaction.

Instructor: Dr. Bonnie Canziani  
Office: 473 Bryan Building  
Email: bonnie\_canziani@uncg.edu  
Class info: Web only assignments & tests on CANVAS  
Office hours: Tuesday 9 to 12 online and by appointment via online communication.

### **Required Text:**

There is NO textbook to buy. I have developed my own set of eight chapters for this course, working on this during most of our crazy summer 2020. I was trying to capture important changes in the services management field due to COVID-19 and wanted to keep costs down for you all textbook wise.

Chapters will be posted as .pdfs for you to read and study for exams. I am also making lecture videos to go along with the readings, but you need to study the written material completely for tests.

Additional required readings and viewing materials, e.g., video lectures, will be posted on our UNCG Canvas Course Management System: <http://courses.uncg.edu/log-in/>

### **Course Technical Guidelines:**

<b>Web Resources</b>	<ol style="list-style-type: none"> <li>1. Announcements and other messages may also be sent to you, so check for these daily during the week. Set up Canvas to notify you when announcements or emails are sent.</li> <li>2. Make sure you update your Internet browser so that Canvas functions properly. 256-TECH is your go to support line for IT.</li> </ol>
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<b>E-mail Tips</b>	<p><b>bonnie_canziani@uncg.edu</b></p> <p>(E-mail is the requested way to contact me.)</p> <p><b>Email Rules (PLEASE FOLLOW):</b></p> <ol style="list-style-type: none"><li>1. Put STH or ENT 451 somewhere in the subject line so it does not go to my SPAM.</li><li>2. Use your UNCG account or email me through CANVAS.</li><li>3. Try not to ask me questions that you can answer yourself by looking at the syllabus or the blackboard site. You should read the posted Syllabus document a couple of times.</li><li>4. <u>Don't expect an immediate reply. I usually require a one business day window but often answer sooner.</u></li><li>5. When replying to one of my emails, please leave all relevant past information in your reply as part of whole conversation.</li></ol>
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### STUDENT LEARNING OUTCOMES:

Upon successful completion of the course, the student should be able to:

1. Explain differences between marketing a service versus manufacturing a product.
2. Summarize the unique challenges involved in managing and marketing service products for small and large businesses.
3. Distinguish key issues required in controlling service quality as well as implementing strategies and technologies to support core, facilitating, and enhancing services.
4. Discuss the roles of service firms and their customers in service delivery, customer satisfaction, relationship building, customer loyalty, and service recovery.
5. Apply service marketing concepts to develop marketing strategies and techniques to promote small and startup businesses.
6. Evaluate how service management concepts contribute to self-employment success.

## LESSON PLANS AND SCHEDULE

This course is divided into chapter-based modules with discussion assignments for credit, tests, and individual projects. See schedule for further detail on topics and tasks.

**NOTE!!!** Be responsible for time management. Use readings/practice assignments to prep for your tests. Just because something is due on a certain day does not mean you have to wait to study for it or do it last minute on that day; especially if you have other meeting/work conflicts.

## COURSE DATES/DEADLINES

- Note: the Canvas course runs until last day of the semester. No work will be accepted after that. There is no final exam.
- Examine the course schedule carefully. I try to grade efficiently around my other work duties and travel and so I do require work to be submitted on time.
- WORK IS ALWAYS DUE ON TIME. You can submit work earlier than assigned due date. I may or may not have time to grade it early, so that is not a given.
- No late work on assignments accepted due to an extremely tight grading schedule that needs to be followed to get work back to you in a timely fashion.
- NOTE: THE Course Sign-in MUST BE DONE BY Friday, August 21, 2020, BY MIDNIGHT EST (NC) TIME ZONE, TO STAY ENROLLED IN THE COURSE.

## GRADING POLICIES:

- Due to the web format of the class, no work is accepted outside of CANVAS. **Do NOT email, put under my door, or in my mailbox** any work assignments.
- *No late submissions are accepted:* All deadlines are enforced with no exceptions.
- *Make-up policy:* No make ups permitted. See next sentence.
- I will give one opt-in comprehensive test you can optionally do last week of class to replace your lowest test grade. If you miss a test, this helps erase the zero. This cannot replace assignment points, just replaces one lowest test grade.
- Students are responsible for checking their grades on Canvas frequently. Please e-mail me as soon as you have any questions regarding your grades.
- ***No grade change request will be accepted after any assignment, quiz, test, or other grade has been posted for 48 hours or after final grade has been submitted to Genie.***

**EVALUATION AND GRADING:**

*By reviewing this chart and following explanations, students will know exactly what they are to accomplish in this class as well as how their grade will be determined.*

<b>Assignment/Activity Description</b>	<b>Points Possible</b>		<b>Student Learning Outcomes</b>
Initial course sign-in	5 points	Due Friday August 21 by 11:59 PM to stay registered in course	
4 discussion posts (and replies to group mates). Must show learning related to course, not just opinion. Uses Critical Incident Technique (CIT) method for writing posts.	40 points	Due as per course schedule. Initial entries by Wednesday and replies to others by Sunday of weeks due.	1 through 5
3 projects. Longer individual practical assignments.	45 points	Due as per course schedule.	1 through 6
4 tests (40 questions * 1 point = 40 pts per test) on concepts, essential terms, and principles of service management. Each test covers 2 text chapters plus any other posted supplementary material.	160 points	Due before test closing time as indicated on course schedule and Canvas syllabus.	1 through 6
<b>Total points possible during the course</b>		<b>250 points</b>	

You will receive a score of 0 for any work not submitted. To receive credit for the course, you must earn a letter grade of D- or higher based on fulfilling assigned course work (e.g., assignments, quizzes, tests, etc.). Your final grade in the course will be a letter grade. Letter grade equivalents for numerical grades are below:

- Estimated Letter Equivalencies for the Final Course Grade out of 250 possible points***

<b>233-250</b>	<b>A</b>	<b>193-199</b>	<b>C+</b>	<b>168-174</b>	<b>D+</b>
<b>225-232</b>	<b>A-</b>	<b>183-192</b>	<b>C</b>	<b>158-167</b>	<b>D</b>
<b>218-224</b>	<b>B+</b>	<b>175-182</b>	<b>C-</b>	<b>150-157</b>	<b>D-</b>
<b>208-217</b>	<b>B</b>			<b>&lt; 150</b>	<b>F</b>
<b>200-207</b>	<b>B-</b>				

### General online test guidelines

- Test questions are based on the readings, lecture videos, or posted materials on Canvas. Hints: know all chapter glossary terms (definitions and examples) as well as major concepts.
- Tests are open book but they are timed (60 minutes per test), so you will need to have a good grasp of the material in order to achieve a satisfactory grade.
- You will have only 1 opportunity to take online tests within the available time window. Tests will normally be available from start to end of a Module, so you can choose a convenient time to take them. Once you start the test, you must finish it in 60 minutes.
- Please note: **the on-line test link will disappear from Canvas when the syllabus deadline to take test is past. If you miss taking that test, you will not be able to make it up.**
  - Regular tests are not comprehensive; the optional replacement test is comprehensive.
  - Each test has multiple-choice or similar type objective questions programmed into Canvas.
  - The test questions will appear one at time. As soon as you “submit” the entire test, you will be able to view results, assuming you do not submit test late, pass deadlines, time windows, etc.
  - You may email your instructor if any technical problem occurs while taking the on-line test, however, response time will reflect normal business work hours, e.g., between 9 and 5 pm during weekdays only. Please verify that you have considered all other tech issues before assuming it is a problem with Canvas.
  - **Murphy’s Law: “Anything that can go wrong will go wrong.” Do not wait until the last minute to take the on-line tests.**

#### *Optional Opt-In Replacement Test: Open from 11/2 to 11/24 (LAST DAY OF CLASS)*

This test is comprehensive of all previous and currently tested readings/postings.

- Questions can be drawn from any or all previously tested material during the semester.
- Score is manually transferred by me to replace the lowest of the previous four test grades if opt-in score is higher. If not higher than a previous score, no action is taken.
- I will review your individual opt in quiz only after the deadline closes, since doing them as they come in gets too messy in Canvas. I do this offline in Excel, to track substitutions more easily, so no score changes will be seen in Canvas.

NOTE: I have to set this up under Canvas Practice Quiz since I am manually handling grade substitutions. Canvas does NOT list practice quizzes under the syllabus or gradebook sections, so LOOK FOR the Opt In Quiz **under Quizzes** to do it.

## *Critical Incident Technique (CIT) Discussions*

- This course will have graded small group discussions. I will set up small groups of four to five discussion participants. Students are expected to contribute to their group discussions. The topic and the specific discussion prompts are available under the assignments.
- **Two parts: Your own posting and replies to others are required. Your own posting should be done by Wednesday 11:59 pm for the week. Replies to others should be done by Sunday 11:59 pm for the week.**
- Remember all online responses should be meaningful and substantive. You should share concrete examples or details to fully describe your thought process. The standard in this course is a 2 to 3 paragraph post per question - incorporating material from the text, lecture videos, AND outside sources to support your statements. Sources must be cited and referenced or provide working URLs.
- For replies to fellow students' postings: make sure the replies show that you read their posting(s) and go way beyond "that's a good post" remarks.
- For this particular course, you are asked to discuss and analyze **critical service incidents** you have experienced. The fresher the better so you can share clear details of what happened and describe your thought process. Each discussion will have a themed focus. **Review support material for "CIT Analysis" under Canvas Assignments in order to know what your discussion entry should contain.** Your initial discussion entry for each theme should fully describe the incident in terms of the following content:
  1. factual details—what happened, when, where, nature of transaction, at what type of service organization, any special factors that complicated the service request/delivery
  2. comments—your feelings, observations, actions taken (if any)
  3. your analysis of the situation BASED ON TEXT CONCEPTS AND COURSE MATERIAL (why it was positive/negative/neutral in generating satisfaction), your diagnosis of the causes, and any brief action or recommendations that seem appropriate. This is where you show you have read the assigned readings.

## COMMUNICATION AND COURSE TECHNICAL GUIDELINES

Technical support: Students with technical issues with the course and email should contact 6TECH for support either by email or phone or chat (<https://its.uncg.edu/Help/6TECH/> ). Please also make your instructor aware of the issue, and if there will be any delays in resolving the issue.

## ACADEMIC INTEGRITY POLICY

Each student is required to comply with the Academic Integrity Policy on all work submitted for the course. Refer to the following URL: <https://osrr.uncg.edu/academic-integrity/>.

## ACCOMMODATIONS

UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must be registered with the Office of Accessibility Resources and Services (OARS) in 215 Elliott University Center, 334-5440, [oars.uncg.edu](http://oars.uncg.edu).

Students may request accommodations for religious holidays under applicable laws. See <https://catalog.uncg.edu/academic-regulations-policies/university-policies/> for more information.

Students should remind the instructor in advance when accommodation affects course activities, e.g., before taking exams, to ensure that the instructor has updated systems accordingly.

## HEALTH AND WELLNESS

Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

## ATTENDANCE AND LATE WORK/MAKEUP POLICIES

Students with university-related or requested absences, e.g., field trips in other courses or multiple exams during finals week, must make prior arrangements in advance for any conflicts with their schedule and due dates for the course.

## **Required UNCG Syllabus Language all faculty must insert into syllabi.**

### **Approved by the Faculty Senate on July 1, 2020**

As UNCG returns to face-to-face course offerings in fall 2020, the campus community must recognize and address concerns about physical and emotional safety. As such, all students, faculty, and staff are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- [Wearing a face covering that covers both nose and mouth](#)
- Observing [social distance](#) in the classroom
- Engaging in proper hand washing hygiene when possible
- [Self-monitoring for symptoms of COVID-19](#)
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for maintaining appropriate social distance during class and facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seat at every class meeting and must not move furniture. Students should not eat or drink during class time.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking and social distancing requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow these basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and social distancing requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact [OARS](#) (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.

### **Approved by the Faculty Senate Executive Committee on July 30, 2020**

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The



Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu> or visiting the Anna M. Gove

Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out [to\\_recovery@uncg.edu](mailto:to_recovery@uncg.edu)

### **COVID-19 Spartan Shield Video**

UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important.

Please watch this video before the first day of classes.

<https://youtu.be/Mb58551qxEk>

## Schedule STH/ENT 451 Fall 2020

**Note:**

- Additional study material is required at times, e.g., pptx, pdfs.
- Assignments or tests are due before midnight on due dates posted on Canvas.
- You are welcome to submit any work earlier than its due date if more convenient

\*Review support material for “Discussion Analysis” under Canvas /Module 0

<i>Work Due</i>	<i>Description</i>
<b>COURSE Sign-in</b>	Review syllabus before doing this. <b>Do by Friday, August 21, 2020 11:59 pm to stay enrolled in course. This will be found in Assignments on Canvas.</b>
<b>MODULE 1 – August 18 to September 13</b>	
<b>Service Concepts, Brand Positioning, Service Design and Customer Roles</b>	
<b>Reading</b>	TEXT: Chapters 1 and 2
<b>CIT Discussion 1*</b>	Follow instructions for “The Customer Role” under Canvas Assignments <b>Initial post due by Wednesday and replies by Sunday as noted.</b>
<b>Project 1</b>	Follow instructions for “Website Storytelling” under Canvas Assignments
<b>Course Test 1</b>	Open from Monday 8/18 noon to Sunday 9/13, 11:59 pm on topics of TEXT: Chapters 1 and 2 and all other posted material within this block of time.

<b>MODULE 2 – September 14 to October 11</b>	
<b>Recognizing and Managing Facilitating and Enhancing Services</b>	
<b>Reading</b>	TEXT: Chapters 3 and 4
<b>CIT Discussion 2*</b>	Follow instructions for “Core, Facilitating, & Enhancing Services” under Canvas Assignments <b>Initial post due by Wednesday and replies by Sunday as noted.</b>
<b>Project 2</b>	Follow instructions for “Personalization Research” under Canvas Assignments
<b>Course Test 2</b>	Open from Monday 9/14 noon to Sunday 10/11 11:59 pm on topics of TEXT: Chapters 3 and 4 and all other posted material within this block of time.

<b>MODULE 3 – October 12 to November 1</b>	
<b>Managing Productive Capacity and Demand; Customer Contact and Technologies</b>	
<b>Reading</b>	TEXT: Chapters 5 and 6
<b>CIT Discussion 3*</b>	Follow instructions for “Customer Contact” Initial post due by Wednesday and replies by Sunday as noted.
<b>Project 3</b>	Follow instructions for “Service Quality Analysis” under Canvas Assignments
<b>Course Test 3</b>	Open from Monday 10/12 noon to Sunday 11/1 by 11:59 pm on topics of TEXT: Chapters 5 and 6 and all other posted material within this block of time.

<b>MODULE 4 – November 2 to November 24</b>	
<b>Customer Care Philosophy, Service Recovery and Customer Relationships</b>	
<b>Work Due</b>	<b>Description</b>
<b>Reading</b>	TEXT: Chapters 7 and 8
<b>CIT Discussion 4*</b>	Follow instructions for “Customer Loyalty Programs” Initial post due by Wednesday and replies by Sunday as noted.
<b>Course Test 4</b>	Open from Monday 11/2 noon to Tuesday 11/24 11:59 pm on topics of TEXT: Chapters 7 and 8 and all other posted material within this block of time.
<b>Optional Opt-In Replacement Test</b>	Same due date as Test 4; this test is comprehensive of all previous and currently tested readings/postings.
	*Review support material for Discussion Analysis under Canvas /Module 0  Note: No final exam in course; course ends last day of class 11/24