**Note:**

Many of the links provided send you to an abstract of the article. Some pages contain a preview of the article and access to the PDF if you are a registered user of the site. In some cases registration and access are free. In other cases access and PDFs are either via a paid subscription or purchase of the PDF.

**Readings**

1. Bitner, M. J. (1992, April). [Servicescapes: The impact of physical surroundings on customers and employees](https://www.jstor.org/stable/1252042). *Journal of Marketing, 56*(2), 57–71.
2. Bitner, M. J., Ostrom, A. L., & Meuter, M. L. (2002). [Implementing successful self-service technologies](https://www.jstor.org/stable/4165906). *Academy of Management Executive, 16*(4), 96–109.
3. Bowen, D. E., Gilliland, S. W., & Folger, R. (1999). [HRM and service fairness: How being fair with employees spills over to customers](https://doi.org/10.1016/S0090-2616(99)90018-9). *Organizational Dynamics, 27*(3), 7–24.
4. Chase, R., & Stewart, D. (1994). [Make your services fail-safe](https://sloanreview.mit.edu/article/make-your-service-failsafe/). *Sloan Management Review, 35*(3), 35–44.
5. Crotts, J., Dickson, D., & Ford, R. (2005). [Aligning organizational processes with mission: The case of service excellence](https://www.jstor.org/stable/4166198). *Academy of Management Executive, 19*(3), 54–68.
6. Dickson, D., Ford, R., & Laval, B. (2005). [Managing real and virtual waits in hospitality and service organizations](http://journals.sagepub.com/doi/pdf/10.1177/0010880404271560). *Cornell Hotel and Restaurant Quarterly, 46*(1), 52–68.
7. Eddleston, K., Kidder, D. L., & Litzky, B. E. (2002). [Who’s the boss? Contending with competing expectations from customers and management](https://www.jstor.org/stable/4165905). *Academy of Management Executive, 16*(4), 85–95.
8. Ford, R., & Heaton, C. (2001). [Managing the guest as a quasi-employee](http://journals.sagepub.com/doi/pdf/10.1177/0010880401422004). *Cornell Hotel and Restaurant Quarterly, 42*(2), 46–55.
9. Ford, R., McLaughlin, F., & Newstrom, J. (2004). [Questions and answers about fun at work](https://pdfs.semanticscholar.org/3b34/9a3cd0fad79c80e14b295780409a4b48ce78.pdf). *Human Resource Planning, 26*(4), 18–33.
10. Hennig-Thurau, T., Groth, M., Paul, M., & Gremler, D. D. (2006). [Are all smiles created equal? How emotional contagion and emotional labor affect service relationships](https://doi.org/10.1509/jmkg.70.3.58). *Journal of Marketing, 70*(3), 58–73.
11. Pine, B. J., & Gilmore, J. H. (1998, July–Aug). [Welcome to the experience economy](https://hbr.org/1998/07/welcome-to-the-experience-economy?autocomplete=true). *Harvard Business Review*, 97–108.
12. Pugh, S. D., Dietz, J., Wiley, J. W., & Brooks, S. M. (2002). [Driving service effectiveness through employee-customer linkages](https://www.jstor.org/stable/4165904?seq=1#page_scan_tab_contents). *Academy of Management Executive,* *16*, 73–84.
13. Reinartz, J., & Kumar, V. (2002, July). [The mismanagement of customer loyalty](https://hbr.org/2002/07/the-mismanagement-of-customer-loyalty?autocomplete=true). *Harvard Business Review*, 86–94.
14. Tax, S. S., & Brown, S.W. (1998, Fall). [Recovering and learning from service failure](https://sloanreview.mit.edu/article/recovering-and-learning-from-service-failure/). *Sloan Management Review, 40*(1), 75–88.