



COURSE OUTLINE

Course Number	Course Title	Credits
FUN 217	Funeral Service Management	3
Hours: Lecture/Lab/Other	Co- or Pre-requisite FUN 203 and FUN 215 Students must be enrolled in the Funeral Service Education curriculum.	Implementation Semester & Year SP 2023
3/0/0		

General Education Category:
Not GenEd

Course coordinator: (Geralda Aldajuste, 609 570-3866,
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Catalog description: A study of the business and management practices appropriate for funeral service with emphasis on small business. Consideration is given to staff organization, employer/employee relations, funeral home budget, funeral service merchandising, insurance, methods of price determination and quotation, advertising, OSHA and other applicable federal regulations.

The Funeral Service program at Mercer County Community College is accredited by the **American Board of Funeral Service Education (ABFSE)**
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Woodbury Heights, NJ 08097
816-233-3747 / exdir@abfse.org / www.abfse.org

Required texts:

TITLE: 21st CENTURY FUNERAL DIRECTING
AND FUNERAL SERVICE MANAGEMENT
AUTHOR: RALPH KLICKER
PUBLISHER: THANOS INSTITUTE
EDITION: 2020

TITLE: WINNING WAYS

AUTHOR: TODD W. VanBECK
PUBLISHER: APPLETON & LANGE
EDITION: 1999

TITLE: MORTUARY LAW

AUTHOR: STUEVE-GILLIGAN
PUBLISHER: CINCINNATI FOUNDATION FOR MORTUARY ED. INC.
EDITION: 2011

TITLE: FUNERAL SERVICE MERCHANDISING

AUTHOR: PHILLIP R. DeARMOND
PUBLISHER: CINCINNATI FOUNDATION FOR MORTUARY ED. INC.
EDITION: 2003

TITLE: FUNERAL SERVICE SUPPLEMENT

PUBLISHER: MCCC

Last revised: January 2023

ABFSE Student Learning Outcomes for Embalming I (SLO):

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

- 1. Explain the importance of funeral service professionals in developing relationships with the families and communities they serve. (ILG #1 #3, #7, #8, #9). (PLO #8)
- 2. Identify standards of ethical conduct in funeral service practice (ILG #9) (PLO #1, 3)
- 3. Interpret how federal, state, and local laws apply to funeral service in order to ensure compliance. (ILG #1, #9)
- 4. Apply principles of public health and safety in the handling and preparation of human remains. (ILG #3, #9)
- 5. Demonstrate technical skills in embalming and restorative art that are necessary for the preparation and handling of human remains. (ILG #3, #7, #8)
- 6. Demonstrate skills required for conducting arrangement conferences, visitations, services, and ceremonies. (ILG #9) (PLO #1)
- 7. Describe methods to address the grief-related needs of the bereaved. (ILG #9)
- 8. Explain management skills associated with operating a funeral establishment. (ILG # 9) (PLO #1, 2, 3, 4, 5, 6, 7, 8, 9,10, 11)
- 9. Describe the requirements and procedures for burial, cremation, and other accepted forms of final disposition of human remains. (ILG #3, #9)
- 10. Demonstrate verbal and written communication skills and research skills needed for funeral service practice. (ILG # 1) (PLO #2, 10)

Course-specific General Education Knowledge Goals and Core Skills (ILG): General Education Knowledge Goals

Goal 1. Communication. Students will communicate effectively in both speech and writing.

Goal 2. Mathematics. Students will use appropriate mathematical and statistical concepts and operations to interpret data and solve problems.

Goal 5. Social Science. Students will use social science theories and concepts to analyze human behavior and social and political institutions and to act as responsible citizens.

Goal 8. Diversity. Students will understand the importance of a global perspective and culturally diverse peoples.

Goal 9. Ethical Reasoning and Action. Students will understand ethical issues and situations

Program learning Outcome for FUN Management (PLO): The student will be able to:

- 1) appraise the multiple roles and responsibilities of the funeral home manager
- 2) evaluate various forms of business ownership and management styles
- 3) describe the characteristics of a small business and delineate laws that apply to small business as they pertain to funeral service
- 4) analyze and discuss the rudimentary elements that should be considered when considering purchasing or building a funeral home
- 5) examine the types of insurance that are available to the funeral homeowner, manager and employees
- 6) synthesize Maslow's, Herzberg's and McGregor's theories of motivation with personnel issues in funeral service
- 7) integrate the core components of human resources management with funeral service
- 8) develop effective pricing strategies that ensure profitability while providing the consumer with competitive value
- 9) synthesize the elements of the "marketing mix" with the uniqueness of funeral service and the subsequent responsibilities of the funeral home manager
- 10) articulate the management responsibilities associated with funeral merchandising and their influence on the marketing of the funeral home
- 11) synthesize the elements of extending credit with legal obligations for the funeral home

Units of study in detail:

Unit #1 – Topics: Introduction (SLO #8, 10)

Dual Role of the Funeral Director
Schools of Thought for Funeral Home Management
Four Functions (Pillars) of Management
Basic Skills Necessary for Managers
Objectives and Concepts of Funeral Service Management
Factors for Funeral Home Management
Forms of Business Organization and Ownership in Funeral Service

Objectives: Having completed the assigned readings and online module, attended class and participated in class discussion, the student will be able to:

1. Synthesize the professional role of the funeral director with that of the businessperson.
2. Compare and contrast the schools of thought for funeral home management and the unique conditions that exist.
3. Examine the four “pillars of management” and how they apply to funeral service.
4. Integrate the technical, human and conceptual skills with their appropriate level of management.
5. Analyze the objectives of funeral service management and contrast with the critical factors that must be considered.
6. Critique the various forms of business ownership used in funeral service.

Unit #2 – Topics: Small Business (SLO # 2, 5, 8, 10)

Quantitative and Qualitative Criteria of a Small Business
Small Business Administration Guidelines
Small Business Owners and Entrepreneurs
Reasons Why Small Businesses Fail
Laws That Apply to Small Business
Business Terms
Considerations When Buying or Building a Funeral Home
Creating a Business Plan
Insurance
Risk Management
Types of Insurance
Insurance Terminology

Objectives: Having completed the assigned readings and online modules, attended class, and participated in class discussions, the student will be able to:

1. Describe the quantitative criteria and qualitative criteria for a small business.
2. Critique the impact of the small business sector in the United States and the influence of entrepreneurs.
3. Describe the reasons why small businesses fail.

4. Synthesize the various laws that apply to small business as they relate to funeral service.
5. Compare and contrast: merger, acquisition, dual operation, multi-unit operation, consolidation, funeral home/cemetery combination, franchise, conglomerate and monopoly.
6. Analyze and discuss the rudimentary elements that should be considered when deciding whether to buy or build a funeral home.
7. Compare and contrast the options of cash, owner financing and third-party financing that are available to the buyer.
8. Delineate the elements of a business plan.
9. Critique the role of insurance with respect to the funeral home and the various options available to the funeral homeowner, manager and employees.
10. Discuss the purpose of Pensions, Keoghs, IRA, 401K and Mutual Funds.

Unit #3 – Topics: Personnel Issues in Funeral Service (SLO #2, 8)

Theories of Motivation

Motivation Process and Strategies

Keys to Successful Work Motivation

Practical Motivation Techniques

Maintaining Personnel and Management Responsibilities

Supervisor Liabilities

Professional Associations

Objectives: Having completed the assigned readings, attended class, and participated in class discussions, the student will be able to:

1. Examine the role of human relations in the success of a funeral home.
2. Evaluate considerations for owners and managers when seeking to hire or maintain excellent personnel.
3. Compare and contrast Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory and McGregor's Theory X and Theory Y.
4. Integrate extrinsic and intrinsic motivation with keys to successful work motivation.
5. Synthesize management responsibilities with supervisor liabilities and professional associations.

Unit #4 - Topics: Human Resources Management (SLO #8, 10)

Job Description, Job Analysis and Job Specification

Recruitment Employment

Application Employment

Interview Orientation and Evaluation/Probationary Period

Termination and Resignation Personnel/Employee Manual

Workplace Harassment

Objectives: Having completed the assigned readings, attended class and participated in class discussions, the student will be able to:

1. Examine the purpose of human resources management and its associated responsibilities.

2. Compare and contrast “job description”, “job analysis” and “job specification”.
3. Identify sources for recruitment in funeral service and factors for consideration.
4. Critique employment application documents with consideration for a “BFOQ”.
5. Synthesize the purpose of the employment interview with appropriate preparation and execution.
6. Articulate the components of an effective “new employee orientation” program as well as an appropriate evaluation process and probationary period.
7. Analyze the professional, ethical and legal implications for the termination process.
8. Demonstrate an understanding the critical information required in a personnel/employee manual including policies for workplace harassment such as sexual, religious, disability and cyber harassment.

Unit #5 – Topics: Federal Employment Legislation (SLO #8, 10)

Civil Rights Act
 Age Discrimination in Employment Act
 Equal Pay Act
 Equal Employment Opportunity Act
 Vietnam Era Veterans Readjustment Act
 Immigration Reform Act
 Americans with Disabilities Act
 Fair Labor Standards Act (Wage and Hour Law)
 Employees/Independent Contractors/Caretaker
 OSHA

Objectives: Having completed the online module the student will be able to:

1. Examine the Civil Rights Act and its influence on employee rights as well as the Age Discrimination in Employment Act, Equal Pay Act and Equal Employment Opportunity Act.
2. Analyze the Vietnam Era Veterans Readjustment Act, Immigration Reform Act and Fair Labor Standards Act with respect to purpose, requirements and jurisdiction.
3. Synthesize the Americans with Disabilities Act (ADA) with the “interactive process” requirement for the employer.
4. Explain the responsibilities of the funeral home regarding ADA compliance.
5. Compare and contrast employees, independent contractors and caretakers.
6. Compare and contrast the on-call employees who are “waiting to be engaged” and “engaged to wait”.
7. Discuss the purpose of OSHA regulations with respect to the well-being of employees.

Unit #6 - Topics: Funeral Service Pricing (SLO #8)

Price Determination
 Consumer Value Index (CVI)
 Merchandise Value Ratio (MVR)
 Markup/Margin
 Graduated Recovery

Sales Frequency
Price Quotation
Pricing Strategies
Selecting a Vendor
Price Pointing

Objectives: Having completed the assigned readings, attended class and participated in class discussions, the student will be able to:

1. Delineate the objectives and factors which influence pricing in funeral service.
2. Determine prices for specific funeral goods and services based on associated expenses and appropriate profit expectations.
3. Compare and contrast various modalities for presentation of merchandise.
4. Calculate the CVI, MVR and Markup of funeral service merchandise.
5. Compare and contrast the following types of markups: fixed multiple/times factor; percent; fixed dollar amount with consideration for advantages and disadvantages of each.
6. Compare and contrast the following types of graduated recovery: increasing price structure; declining/decreasing price structure and the modified declining model noting the advantages and disadvantages of each.
7. Calculate the mean, median, mode, quartile and range for funeral service merchandise offerings.
8. Compare the contrast the following types of price quotation while considering the advantages and disadvantages for each: itemization; package pricing; unit pricing; bi-unit pricing and functional pricing.
9. Distinguish the following pricing strategies: competitive pricing; penetration pricing; oddball pricing; prestige pricing; skimming; leader pricing; odd number pricing; opportunistic pricing.
10. Delineate the considerations necessary when choosing a vendor.
11. Articulate the reasons for the “Good, Better, best” theory of price pointing.

Unit #7 – Topics: Marketing Mix (SLO #8, 10)

The Marketing Program
The Marketing Plan
4 “P” s of Marketing Mix
Public Relations
Social Media Best Practices for Funeral Directors
Customer Relations

Objectives: Having completed the assigned readings, attended class, and participated in class discussions, the student will be able to:

1. Explain the purpose of marketing and its necessary elements.
2. Synthesize the elements of an effective marketing program with the responsibilities of the funeral home manager.
3. Define a “brand” and the influence of a “brand image”.

4. Analyze how an effective market survey is constructed and its influence on the success of a marketing plan for a funeral home.
5. Articulate the four “Ps” of the Marketing Mix as they relate to the funeral home.
6. Synthesize the public relations of the funeral home with the responsibilities of the funeral home manager and staff.
7. Discuss “best practices” for a funeral director as well as the funeral home regarding social media.
8. Examine the influence of customer service on the success of a funeral home and its staff.

Unit #8 - Topics: Funeral Merchandising (SLO #1, 2, 3, 6, 7, 10)

Purchasing, Pricing, Presentation and Display
Pre-selection Merchandise Presentation
Selection Room Procedure
Magnusson-Moss Warranty Act
Display of Funeral Merchandise

Objectives: Having completed the assigned readings, attended class and participated in class discussions, the student will be able to: 1. Explain the merchandising challenges that are unique in funeral service.

2. Develop a sale objective and a sales plan for funeral merchandise.
3. Contrast vertical and horizontal merchandising and create a “price kite” from a Casket Price List.
4. Synthesize the influence of merchandise display and presentation techniques with consumer knowledge and decision-making.
5. Explain the purpose of the Magnusson-Moss Warranty act and the various types of warranties that may be offered.
6. Compare and contrast the various ways that merchandise can be presented to the consumer.

Unit #9 – Topics: Facilities Management (SLO #1, 2, 3, 4, 9, 10)

Funeral Home Location and Design
State Board Regulation
Communication and Technology
OSHA
Needlestick Safety and Prevention Act
American with Disabilities Act

Objectives: Having completed the online module, the student will be able to:

1. Analyze the influence of funeral home location and design on consumers and employees.
2. Articulate the influence of communication and technology on funeral home operation and marketing.
3. Analyze the standards of OSHA that apply to funeral service and articulate the specific requirements of each standard.

4. Discuss the influence of the Americans with Disabilities Act on funeral homes and compliance requirements.

Unit #10 – Topics: Credit Policies (SLO #1, 2, 10)
Advantages and Disadvantages of Extending Credit
Types of Consumer Credit
Credit Risk Evaluation
Collections
Truth-in-Lending Act
Magnusson-Moss Warranty Act
FTC Credit Practices Regulation

Objectives: Having completed the online module, the student will be able to:

1. Examine the advantages and disadvantages of extending credit to the funeral service consumer.
2. Compare and contrast the four basic types of consumer credit that are offered by funeral homes.
3. Synthesize credit risk evaluation with credit scores.
4. Compare and contrast credit terms such as MOM, EOM, CWO, CBD and COD.
5. Articulate the concept of “collections” with appropriate collection procedure.
6. Examine the Truth-in-Lending Act and the influence of its “two-part test” on funeral home operations.
7. Explain the terms “amount financed”, “finance charge”, “annual percentage rate” and “payment schedule.”
8. Examine the influence of the Magnusson-Moss Warranty Act and FTC Credit Practices Regulation on funeral home practices.

Assessment of student learning:

Student learning will be assessed using examinations, tests, quizzes, research papers and case studies. Multiple-choice, matching, case studies, short essays, and fill-in-the-blank questions will be given. The final examination will be multiple-choice and will be inclusive. Readings quizzes will be given, and the lowest quiz grade will be dropped.

Case studies will be completed in groups as well as individually on tests. Students will form groups that represent “funeral homes”. They will work with their student colleagues in their “funeral home” for the entire semester and will complete group projects. Each project will address a “pillar” of management and will culminate in a portfolio of work that will be presented to the class at the end of the semester.

The final grade will be determined as follows:

Group Papers/Assignments: 25%

Group Participation: 10%

Tests: 25%

Quizzes: 5%

Final Exam: 35%

Evaluation of student learning: Mastery of the material in this course will be evidenced through written projects and multiple choice, fill in the blank or short essay type questions. **Minimum passing grade is 75.**