

PGDM-Retail (2015-17)  
Services Marketing  
RM-303

Trimester – III, End-Term Examination: March 2016

Time allowed: 2 Hrs 30 Min

Max Marks: 50

Roll No: \_\_\_\_\_

**Instruction:** Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	$3 \times 5 = 15$
B	2 out of 3 (Long Questions)	10 Marks each	$2 \times 10 = 20$
C	Compulsory Case Study	15 Marks	15
		<b>Total Marks</b>	<b>50</b>

**Section A: Attempt any three questions. 5 marks each**

1. Services are economic activities that create value and provide benefits for customers at specific times and places, as a result of bringing about a desired change in, or on behalf of, the recipient of the service. Explain how this definition of service applies to a household cleaning organisation.
2. What do you understand by 'emotional labour'? Discuss in the context of the front-line employees in service organizations
3. Do organizations and customers both benefit from an effective customer-firm relationship? Discuss
4. Why does the service triangle need to be balanced? Explain

5. In many service failure situations customers are not looking for extreme actions from the firm; but they do look for an understanding and for firms to be accountable. Discuss what possible service recovery strategies an organisation can deploy to address customer complaints.

**Section B: Attempt any two questions. 10 marks each**

6. Explain the Gaps Model of Service Quality. If you were leading a service organisation and wanted to apply the Gaps model to improve the service how would you start? Discuss with an appropriate example
7. People-the front-line and those behind the scenes are critical to the success of a service firm. Explain using the service-profit-chain framework.
8. A stumbling block in developing new services is the challenge of describing and depicting the service. How does service blue printing help in overcoming this challenge. Discuss with an appropriate example

**Section C:**

**Marks 15**

**Read the following case study and answer all questions. Keep your answers to the point.**

Ms. Sarika, an engineer by profession is travelling back from Mumbai to Delhi after attending a three day conference, she is quiet happy with the conference deliberations and is treating herself with a nice cake n coffee at the airport café' in Mumbai.

She has an eye on the news to catch a glimpse of what's the weather like in Delhi; she's looking forward to some sunshine after the rainy days in Mumbai. A news flash on traffic jams due a large even around India Gate catches her attention. She calls up home, an upscale society in Noida to find out about why a traffic jam has made to the news.

After the phone conversation she appears a little worried. Her family has advised her to use the Airport metro and then the DMRC to Noida. The traffic jam was lasting hours and a cab won't work today. While Sarika has heard great reviews, ease of travel, time saving and connectivity as key strengths of the Delhi metro from some of her friends, she had never ventured on it herself.

While she is a little apprehensive, she's also sure that the service will be good and efficient. She knows people are using the service and the news often talks very highly about it. As she boards her flight, she forgets the worries and is looking forward to a new experience... ride on the Delhi metro.



At the domestic terminal in Delhi, she picks up her baggage and walks towards the exit, looking for some sign showing the way to the metro station. She's unable to see a sign and asks a security guard, who directs her left. She's wondering why there is no signage. She follows the stream of passengers, one of her co-passengers also walks up and mentions He is also taking the metro and they walk together towards a counter that says airport metro shuttle. Sarika is happy to see the counter; she buys a ticket worth Rs. 30 for a ride to the metro station.

Alas, her happiness doesn't last; the bus is not organized as she expected it to be. The bus has a lot of seats for a short journey; seats are one after the other like in any long route bus, hardly any aisle space, no proper space for the luggage. Why would an airport shuttle bus be designed like this? Wouldn't a design similar to the bus that carries passengers from the boarding gates to the aircrafts be better? She spells out all of this to her co-passenger and they start discussing is this service outsourced? Is DMRC handling it or the Airport Express? What impression does this make on passengers who are travelling into Delhi from other places in India and abroad?

The journey to the airport metro station takes about 15 minutes, and she seems relieved to be able to get out of the bus. The airport metro station looks very swanky and nice. Once again Sarika tries to look at the positives. Ah, not again, many of the ticket counters are closed, the guard tells her that at this hour (8.30 p.m) only one of them is operational. After getting into the queue, she is hopeful now her troubles end, and she asks for a ticket to Noida. The customer service desk tells her that they will only give her a ticket to the New Delhi metro station and from there she needs to buy another ticket. Sarika is very unhappy.

The boarding, however is good, the train is comfortable, clean and nice. At the New Delhi Airport station, she again tries to figure out the way to her ticket counter for the next leg of the journey. Her co-passenger finds a queue and joins in; only to later realize it's a wrong queue. Eventually they do figure out the right place to buy the tickets, the queue seems very long there and Sarika is losing patience by now. Instead of a 30 rs ticket they decide to buy a metro card which is for Rs. 150 each. They did this to save time and her co passenger mentions that the card is reusable and for a life-time and she can top it up any time,

They finally board the metro, for home, changing a station in between. This leg of the journey is uneventful and comfortable. Nicely maintained train and useful announcements and information onboard bring a smile on for an upset Sarika.

1. What are the key communication and physical-evidence issues highlighted in the case? (3)
2. If you were to design a process flow for the organisation to improve customer experience? How would you go about doing it? Discuss (6)
3. Based on the concept of 'listening to customers' make a short report to DMRC on improving the customers service experience by bridging the listening gap? (6)