Third Semester MBA Degree Examination, Dec.2018/Jan.2019
Services Marketing
– III

Sub:	Services Marketing						Code:	17MBAMM 303
Date:		Duration:	180 mins	Max Marks:	4100	Sem: III	Branch:	MBA

	Marks		

Note: *1. Answer any FOUR full questions from Q1 to Q7.*
2. Question No. 8 is compulsory.

1 (a) *The* listening gap, is the difference between customer expectations of service and company understanding of those expectations. A primary cause in many firms for not meeting customers' expectations – that is, the customer gap – is that the firm lacks accurate understanding of exactly what those expectations are. Many reasons exist for managers not being aware of what customers expect: They may not interact directly with customers, they may be unwilling to ask about expectations, or they may be unprepared to address them. **[02]**

(b) The most important characteristics of services are: **[06]**

- Lack of ownership
- Intangibility
- Inseparability
- Variability
- Perishability
- User participation

(c) **FACTORS INFLUENCING CUSTOMER EXPECTATIONS OF SERVICES** **[08]**

Sources of desired service expectations (desired services Zone of tolerance adequateservice)

1. Personal needs

2. Enduring service intensifiers - desired service expectations

Sources of Adequate service expectations

1. Transitory service intensifiers (urgent need-small purchase, doctors etc)

2. Perceived service alternatives (booking of tickets)

3. Customer's self perceived service roles (food service in hotel)

4. Situational factors (petrol bank, food served for marriage)

5. Predicted services (give quality service rather than predicted service)

Sources of both desired and predicted service expectations

1. Explicit services promises (ad -we promises to customers)

2. Implicit service promises (two company charges diff. prices)

3. Word-of-mouth communication

4. Past experience (previous exposure to the focal firm's service)

Managing customer expectations

During pre-purchase phase

1. Learn what customers expect

2. Tell customers what they can expect

3. Consistently provide the service that customers expect.

During the service encounter

•During the post-purchase phase

2 (a) **Remote Encounter:** Encounter can occur without any direct human contact is called as Remote Encounters. Such as, when a customer interacts with a bank through the ATM system, or with a mail-order service through automated dial-in ordering. Remote encounters also occur when the firm sends its billing statements or communicates others types of information to customers by mail. Although there is no direct human contact in these remote encounters, each represents an opportunity for a firm to reinforce or establish perceptions in the customer. In remote encounter the tangible evidence of the service and the quality of the technical process and system become the primary bases for judging quality. Services are being delivered through technology, particularly with the advent of Internet applications. Retail purchases, airline ticketing, repair and maintenance troubleshooting, and package and shipment tracking are just a few examples of services available via the Internet. All of these types of service encounters can be considered remote encounters [02]

(b) Marketing Management has evolved to become a multi faceted and all embracing science over a period of time. Studies in Marketing do not involve the 4Ps anymore. The markets, geographies, the consumer segments have changed leading to multi tier and complex networks and relationships. [06]

Marketing Managers of today are no longer following the same rules of game that they followed two decades ago. Technology has changed the rules of the game and competition has become more intense. Instead of concentrating on selling the product, the marketing effort is now directed to expanding the customer base and relationship.

By widening the customer base as well as expanding the depth of the customer base using relationship marketing, they see the possibility to lengthen the revenue lines. Therefore Marketing professionals to be will benefit greatly by understanding more about Relationship Marketing as well as direct marketing, service marketing and CRM etc.

(c) The major bases for market segmentation are as follows: 1. Geographic Segmentation 2. Demographic Segmentation 3. Psychographic Segmentation 4. Behavioristic Segmentation 5. Volume Segmentation 6. Product-space Segmentation 7. Benefit Segmentation.

[08]

A large number of variables are used to segment a consumer market.

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The most common bases for segmenting markets are as follows:

Traditional:

Geographic, Demographic

Modern:

ADVERTISEMENTS:

Psychographic, Behaviouristic

1. Geographic Segmentation:

Geographic location is one of the simplest methods of segmenting the market. People living in one region of the country have purchasing and consuming habit which differs from those living in other regions. For example, life style products sell very well in metro cities, e.g., Mumbai, Delhi, Kolkata and Chennai but do not sell in small towns. Banking needs of people in rural areas differ from those of urban areas. Even within a city, a bank branch located in the northern part of the city may attract more clients than a branch located in eastern part of the city.

2. Demographic Segmentation:

Demographic variables such as age, occupation, education, sex and income are commonly used for segmenting markets.

(a) Age:

Teenagers, adults, retired.

(b) Sex:

Male and female.

(c) Occupation:

Agriculture, industry, trade, students, service sector, house-holds, institutions.

ADVERTISEMENTS:

(i) Industrial sector:

Large, small, tiny.

(ii) Trade:

Wholesale, retail, exporters.

(iii) Services:

Professionals and non-professionals.

(iv) Institutions:

Educational, religions, clubs.

(v) Agriculture and cottage industries.

(d) Income Level:

Above Rs. 1 lakh per annum, Rs. 50,000 to Rs. 1 lakh, Rs. 25,000 to Rs. 50,000 per annum, i.e., higher, middle and lower.

(e) Family Life-cycle:

Young single, young married no children, young married youngest child under six, young married youngest child over six, older married with children, older married no children under eighteen, older single, etc.

3. Psychographic Segmentation:

Under this method consumers are classified into market segments on the basis of their psychological make-up, i.e., personality, attitude and lifestyle. According to attitude towards life, people may be classified as traditionalists, achievers, etc.

Rogers has identified five groups of consumer personalities according to the way they adopt new products:

(a) Innovators:

These are cosmopolitan people who are eager to try new ideas. They are highly venturesome and willing to assume the risk of an occasional bad experience with a new product.

(b) Early Adopters:

These are influential people with whom the average person checks out an innovation.

(c) Early Majority:

This group tends to deliberate before adopting a new product. Its members are important in legitimising an innovation but they are seldom leaders.

(d) Late Majority:

This group is cautious and adopts new ideas after an innovation has received public confidence.

(e) Laggards:

These are past-oriented people. They are suspicious of change and innovations. By the time they adopt a product, it may already have been replaced by a new one. Understanding of psychographic of consumers enables marketers to better select potential markets and match the product image with the type of consumer using it. For example, women making heavy use of bank credit cards are said to lead an active lifestyle and are concerned with their appearance. They tend to be liberated and are willing to try new things.

Psychographic classification may, however, be an oversimplification of consumer personalities and purchase behaviour. So many factors influence consumers that an early adopter of one

product might well be a laggard for some other product and vice versa.

4. Behavioristic Segmentation:

In this method consumers are classified into market segments not the basis of their knowledge, attitude and use of actual products or product attributes.

Any of the following variables might be used for this purpose:

(a) Purchase Occasion:

Buyers may be differentiated on the basis of when they use a product or service. For example, air travellers might fly for business or vacation. Therefore, one airline might promote itself as a business flyer while another might target the tourists.

(b) Benefits Sought:

The major benefit sought in a product is used as the basis of classify consumers. High quality, low price, good taste, speed, sex appeal are examples of benefits. For example, some air travellers prefer economy class (low price), while others seek executive class (status and comfort).

(c) User Status:

Potential buyers may be classified as regular users, occasional users and non-users. Marketers can develop new products or new uses of old products by targeting one or another of these groups.

5. Volume Segmentation:

Consumers are classified light, medium and heavy users of a product. In some cases, 80 per cent of the product may be sold to only 20 per cent of the group. Marketers can decide product features and advertising strategies by finding common characteristics among heavy users. For example, airlines having 'Frequent Flyer' are using user rate as the basis of market segmentation. Generally, marketers are interested in the heavy user group.

But marketers should pay attention to all the user groups because they represent different opportunities. The non-users may consist of two types of people— those who do not use the product and those who might use it. Some may change over time from a non-user to a user.

Those who do not use due to ignorance may be provided extensive information. Repetitive advertising may be used to overcome inertia or psychological resistance. In this way non-users can gradually be converted into users.

6. Product-space Segmentation:

Here the buyers are asked to compare the existing brands according to their perceived similarity and in relation to their ideal brands. First, the analyst infers the latent attributes that consumers are using to perceive the brand. Then buyers are classified into groups each having a distinct ideal brand in mind. The distinctive characteristics of each group are ascertained.

7. Benefit Segmentation:

Consumer behaviour depends more on the benefit sought in product/service than on demographic factors. Each market segment is identified by the major benefits it is seeking. Most buyers seek as many benefits as possible. However, the relative importance attached to individual benefits differs from one group to another. For example, some consumers of toothpaste give greater importance to freshness while other prefer taste or brightness of teeth.

Research studies on benefit segmentation reveal that it is easier to take advantage of existing

segment, then to create new segments. As no brand can appeal to all consumers, a marketer who wants to cover the market fully must offer multiple brands.

The following benefit segments have been identified:

(a) The Status Seeker:

This group comprises buyers who are very much concerned with the prestige of the brand.

(b) The Swinger:

This group tries to be modern and up-to-date in all of its activities.

(c) The Conservative:

This group prefers popular brands and large successful companies.

(d) The Rational Man:

This group looks for benefits such as economy, value, durability and other logical factors.

(e) The Inner Directed Man:

This group is concerned with self-concept, e.g., sense of homour, independence, honesty, etc.

(f) The Hedonist:

This group is concerned mainly with sensory benefits.

Marketing experts suggest that benefit segmentation has the greatest number of practical implications than any other method of segmentation

3 (a) The offensive <u>marketing strategy</u> is employed when more than one company in a market offers the same kind of <u>product</u>; therefore each company only receives a percentage of all sales of that category of product. Each company has a market share and any company that takes extra ordinary efforts to gain more market share against competition by directly attacking the competitors business plan, and taking away its market is actually described as the offensive marketing <u>strategy</u>.   [02]

   (b) Optimum Utilization of Resources Management utilizes all the physical & human resources productively. This leads to efficacy in management. Management provides maximum utilization of scarce resources by selecting its best possible alternate use in industry from out of various uses. It makes use of experts, professional and these services leads to use of their skills, knowledge, and proper utilization and avoids wastage. If employees and machines are producing its maximum there is no under employment of any resources. Reduces Costs It gets maximum results through minimum input by proper planning and by using minimum input & getting maximum output. Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction. Establishes Sound Organization No overlapping of efforts (smooth and coordinated functions). To establish sound organizational structure is one of the objective of management which is in tune with objective of organization and for fulfillment of this, it establishes effective authority & responsibility relationship i.e. who is accountable to whom, who can give instructions to whom, who are superiors & who are subordinates. Management fills up various positions with right persons, having right skills, training and qualification. All jobs should be cleared to everyone.   [06] 2*3=6

(c)
- Includes both qualitative and quantitative research
- Includes both expectations and perceptions of customers
- Balances the cost of the research and the value of the information
- Includes statistical validity when necessary
- Measures priorities or importance of attributes
- Occurs with appropriate frequency
- Includes measures of loyalty, behavioral intentions, or actual behavior

[08]

4

(a)   [02]

Hard Standards can be counted, measured or timed. These can include the amount of time it takes to complete an inspection or the time required to provide a customer with an answer. Other Hard Standards can include the amount of time it takes for your team to answer the phone or greet customers upon arrival.

(b) Risks in using yield management   (06)

1. **Loss of competitive focus**: Yield management over-emphasizes profit maximization. Differential capacity allocation and pricing are given undue consideration. As a result, it neglects the aspects of service that provide long-term competitiveness.

2. **Customer alienation**: In the event that customers discover that they are paying a higher cost for administration than others, they might consider that it an unfair pricing. So, yield management programme should focus on customer education. It must explain the reasons for price differentials. The reservation system which is essential for yield management should compensate the customers adequately.

3. **Low morale among staff**: Sales force very often resent the rules and regulations and restrictions on their own discretion.

4. **Incompatible incentive and reward system**: If the yield management system does not provide enough compensation to employees, they may object it. Many managers are given incentives on the basis of capacity utilized or average rate charged. Since the prices are reduced in order to fill the capacity, service managers get less incentives. Inadequate incentive and reward system earn the displeasure of the managers.

5. **Lack of employee training**: Yield management system works well with the well trained employees. Employees should understand the purpose of yield management. Employees should be aware of how the yield management works, decisions making under the system, and how it affects their jobs.

6. **Absence of centralized reservation**: Centralized reservation is essential for the most effective yield management system. Centralized reservation is found in large organizations such as airlines, large hotel chains, shipping companies etc,. But many small organizations have decentralized reservation systems, which find it difficult to operate a yield management system effectively.

4© There are many factors which impact the service capacity related decisions, which are given below.   (08)

- Decision levels of Capacity Management
- Type of demand
- Altering or improving available resources
- Modification in the product offering and pricing
- Capacity flexibility

1 Decision levels of capacity management The capacity management decisions can be taken at either strategic level or long term decisions and tactical level and operational level or short term decisions Strategic capacity decisions based on the long term objectives of an organization considering competitive position includes capacity size and expansion, optimal use of the resource, prediction of demand and capacity flexibility. Short term or tactical level and operational level decisions are usually in small time durations and specific processes of staffing, daily allocation and scheduling of resources to different shifts and

other short term decisions, wherein customers' requirement is taken into consideration to match s • Level strategy: Demand is more visible and capacity is limited. In this strategy the focus is on influencing demand to be in line with capacity. The service is valued by the customer and is willing to wait. Service organizations can either alter the staff, working hours and shifts to manage the demand or can offer some pricing strategies to manage the gap between supply and demand. Altering or improving available resources The main and most important resource in service organizations is human being. Service organizations can hire more employees during high demand and lay off employees in the period of low demand. The other possibilities of altering the shifts timings, number of shifts, overtime and number of employees per shifts based on the demand any service organization face. The other important resource is utilization of technology. The service organizations can utilize automation or provide self- service technologies to substitute human resource. Modification in the product offering and pricing The service product offered by service organization can be altered or modified by limiting or improving service provision, searching for counter-cyclical services in periods of low demand for the original service, Provide off-site access. The service organizations can also utilize pricing options like Vary the price; Carry out promotions, Partition visitors as per spending capability and Yield management. 8Capacity Flexibility There can be many opportunities a service organization can have to be flexible in altering service capacity. Pullman and Rodgers (2009) classified flexibility as physical flexibility, price or segment flexibility, labor flexibility and visitor flexibility. Labor flexibility is same as altering human resource availability and price flexibility is same as offering different prices based on market segmentation. Physical flexibility deals in renting or sharing resources with other service organizations or subcontracting some part of service. Visitor flexibility deals in limiting or restricting customer demand by having queues and waiting time.

5(a) Greg McKeown, the author and business consultant, suggests that productivity is often about doing less, not more. McKeown argues that by doing less, we can spend time on work that really makes a difference. When I think about faculty work today, this idea, which can admittedly seem like a self-help trope, actually holds power to both reduce the constant feeling of busyness while also improving the quality of our work.

For example, what if you spent more time creating an interactive activity for class than revising the look of your lecture slides? What if you created an answer sheet with clear explanations to distribute to class rather than writing brief notes in the margin on each individual student exam? What if you checked your email three times a day instead of three times an hour? Think of the progress you could make on your highest-priority projects. There are countless examples, within our control, where we could decide to focus on creating value for our students or in our research endeavors rather than letting busywork take over our day, week and semester.

After his return to Apple, Steve Jobs significantly reduced the number of product lines sold by the company. Reflecting on his strategy in 1997, he said, "People think focus is just saying yes to the thing you got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done."

(b) To ensure employees are continuously focused on improving the customer experience, your customer-centric management philosophy must flow down forcefully from senior leadership through middle management and directly to employees. A clear and cohesive vision communicates to employees that the customer experience is not an isolated initiative or expectation for them alone, but that the entire organization is focused on building customer loyalty. Our recommendation:

1. Set clear expectations and hold employees accountable to a high standard of service. Reinforce how they contribute to satisfying customers, and thus generating profits.
2. Recognize success, both on a company and individual employee level. When an employee does something extraordinary, use it as an opportunity to celebrate achievement.
3. Understand factors that contribute to employee turnover. Uncover the root cause of employee frustrations so they can be quickly addressed.
4. Provide ongoing coaching, training, and education. Give employees the tools to make decisions that are beneficial for the company and each individual customer.
5. Use metrics to measure and track both customer and employee satisfaction and retention.
6. Communicate effectively. Keep your employees 'in the loop' when you implement any changes that stem from their feedback.
7. Finally, empower employees. Give them the knowledge and resources to be successful; your customers will have a better experience because of it.

©(I) Define: Customer's job:

The customers job: Helping himself

The Customers job: Helping others

The Customers job: Promoting the Company.

Individual difference: Not everyone wants to Participate.

(II) Recruit ,Educate and Reward Customers.

Recruit the right Customers.

Educate & Train Customers to perform effectively.

(III) Manage the Customer mix.

6(a) **Non-Monetary Price**. that which it **costs** a consumer, other than money, to buy a product; the **non-monetary price** of purchasing a product includes the time devoted to shopping for it and the risk taken that it will deliver the expected benefits

(b) Everyday low price (EDLP) is a pricing strategy promising consumers a low price without the need to wait for sale price events or comparison shopping.

EDLP saves retail stores the effort and expense needed to mark down prices in the store during sale events, as well as to market these events. EDLP is believed to generate shopper loyalty. It was noted in 1994 that the Wal-Mart retail chain in America, which follows an EDLP strategy, would buy "feature advertisements" in newspapers on a monthly basis, while its competitors would advertise 52 weeks per year.

Procter & Gamble, Wal-Mart, Food Lion, Gordmans, and Winn-Dixie are firms that have implemented or championed EDLP. One 1992 study stated that 26% of American supermarket retailers pursued some form of EDLP, meaning the other 74% were Hi-Lo promotion-oriented operators.

One 1994 study of an 86-store supermarket grocery chain in the United States concluded that a 10% EDLP price decrease in a category increased sales volume by 3%, while a 10% Hi-Low price increase led to a 3% sales decrease; but that because consumer demand at the supermarket did not respond much to changes in everyday price, an EDLP policy reduced profits by 18%,

while Hi-Lo pricing increased profits by 15%.

An example of a successful brand (other than the infamous Wal-Mart) that uses the EDLP strategy is Trader Joe's. Trader Joe's is a private-brand label that conducts a Niche marketing strategy describing itself as the "neighborhood store. " The firm has been growing at a steady pace, offering a wide variety of organic and natural food items that are hard to find, enabling the business to enjoy a distinctive competitive advantage.

© According to Accenture research, broken promises permeate customers' relationships with brands. Seventy per cent of respondents to its 2015 survey, *Promises, Promises: Easily Made, Easily Broken*, say a company promised them something in the past year, and upwards of 40 per cent say such promises were broken.

When a company is seen to break a promise, it tends to break more than one. Two out of three respondents say the same company broke their promise two times or more. If this happens, customers are more prone to see the company as a habitual promise breakers.

And when a brand fails to deliver on its CVP at any point in the customer's lifecycle, the net effect will typically result in cancelled orders, an upsurge in complaints, a falling Net Promise Score (NPS) and a subsequent shift to competitors. In fact, according to Accenture's *Broken Promises* research, 90 per cent of customers who encounter a broken promise eventually switch companies or seriously consider doing so.

Let's take United Airlines as a case study example of the impact of a broken CVP. United has one of the most comprehensive international airline route networks, making it a top 10 global leader in the airline business. On the website, the airline carrier proudly articulates its CVP as:

"We fly friendly: Warm and welcoming is who we are.

"We fly together… we respect every voice, communicate openly and honestly, make decisions with facts and empathy, and celebrate our journey together.

"United the world. Every day, we help unite the world by connecting people to the moments that matter most. This shared purpose drives us to be the best airline for our employees, customers and everyone we serve."

7(a) "Franchising can be described as a distribution system, in which on of parties (a franchisor) gives to the other party (a franchisee) a right to distribute products, provide services and conduct business activity in accordance with determined marketing system. Franchisor provides franchisee with a knowledge, experience trademark, company image and initial and current support. In return, franchisee pays a fee for franchisor" [8.]. Thanks to a franchising agreement one of business partners is privileged. He has an exclusive right to sell particular products or services on a strictly defined market, or a right to product goods using know-how and technology of a franchisor. "Franchising agreement usually concerns conditions of cooperation, which are associated with transfers between agreement parties (mainly in association with cash transfers from franchisees to franchisors and technology or know-how transfer from franchisor to franchisees). The agreement specifies also restrictions concerning both franchisor and franchisees" [9.]. Advantages of franchising agreement: • a possibility of using reputation, a brand of franchisor and proven in practice concept of business model; • lower risk

associated with establishing business entrepreneurship; • specialized knowledge or experience in the are where the business operates is not necessary; • franchisee receives the exclusive right to sell products or offer services in the particular area; • universal support from a franchisor is available; • lower capital expenditures connected with opening franchise unit; • benefits from national marketing actions; • benefits from a large scale of operations of franchise network; • a possibility of using research and development programs of franchisor.

(b) Servicescape

The term servicescape was coined by Bitner (1992) to describe the physical surroundings of the service system. As soon as the customer enters the service system, he or she perceives the physical surroundings that lead to cognitive, emotional and physiological responses in them which effects customer's behavior. Servicescape also influence the employees' behavior. The physical environment or surroundings have the following dimensions

- Ambient conditions

- Space/ functions

- Signs, symbols and artefacts

1 Ambient Conditions

Ambient conditions refer to the atmospheric or environmental conditions of a service place such as temperature, air quality or scent, noise, lighting and music which effects all five senses of human being. We can compare the ambience of railway station with that of airport. We can feel a different ambience in Barbeque Nation restaurants than other restaurants. In some studies on supermarkets have illustrated that the music tempo can effectthe pace of shopping, length of stay and money spent by the customer.

2 Space or functions

This aspect refers to the organization and arrangement of facility layout equipments and furnishings. Many times we see that a customer goes to the same grocery retail mall frequently. The reason could be the comfort of space, easiness in locating the necessary buying items and acquaintance with layout and billing location. High ceilings in movie- theaters convey feeling of spaciousness.

3 Signs, Symbols and artefacts

We see different signals in any service systems that are meant to communicate acceptance norms or rules of behavior. Sign like "no smoking","Keep silence" are common to represent rules of behavior. Artwork and furnishings creates aesthetic impression and enhances professional images with visitor as well as presents pleasant workplace for employees.Management of servicescape depends on the type of service

©1. Recognize the Strategic Impact of Physical Evidence:

For an evidence strategy to be effective it must be linked clearly to the organization's overall goals and vision. Thus, planners must know what those goals are and then determine how the evidence strategy can support them. At a minimum, the basic service concept must be defined, the target markets (both internal and external) identified, and the firm's broad vision of its future known. Because many evidence decisions are relatively permanent and costly (particularly servicescape decisions), they must be planned and executed deliberately.

2. Map the Physical Evidence of Service:

Everyone should be able to see the service process and the existing elements of physical evidence. An effective way to depict service evidence is through the service map, or blueprint. From the map one can read the actions involved in service delivery, the complexity of the process, the points of human interaction that provide evidence opportunities, and the tangible representations present at each step. To make the map even more useful, photographs or videotape of the process can be added to develop a photographic blueprint.

3. Clarify Roles of the Servicescape:

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Sometimes the servicescape may have no role in service delivery or marketing from the customer's point of view. This is essentially the case for telecommunication services or express mail services. Clarifying the roles played by the servicescape in a particular situation will aid in identifying opportunities and deciding just who needs to be consulted in making facility design decisions.

4. Assess and Identify Physical Evidence Opportunities:

Once the current forms of evidence and the roles of the servicescape are understood, possible changes and improvements can be identified. A strategy might be developed to provide more evidence of service to show customers exactly what they are paying for. Or the pricing or the facility design would need to be changed, depending on the restaurant's overall strategy.

5. Be Prepared to Update and Modernize the Evidence:

Some aspects of the evidence, particularly the servicescape, require frequent or at least periodic updating and modernizing. Even if the vision, goals, and objectives of the company don't

change, time itself takes a toll on physical evidence, necessitating change and modernization.

There is clearly an element of fashion involved, and over time different colours, designs, and styles may come to communicate different messages. Organizations obviously understand this when it comes to advertising strategy, but sometimes they overlook other elements of physical evidence.

6. Work Cross-functionally:

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In presenting itself to the consumer, a service firm is concerned with communicating a desired image, with sending consistent and compatible messages through all forms of evidence, and with providing the type of service evidence the target customers want and can understand.

A multifunction team approach to physical evidence strategy is often necessary, particularly for making decisions about the servicescape. It has been said that "Facility planning and management… is a problem-solving activity that lies on the boundaries between architecture, interior space planning and product design, organizational (and consumer) behavior, planning and environmental psychology"

8   CASE STUDY [Compulsory]

SKYWALK AIRLINES

8(a)

1. Communication: This skill means the ability of listening, writing and speaking effectively. For Airport ground staff position, this skill is a very critical element which contributes for business success.

2. Planning/Organizing: Supervisor is not only to inspect and mange work but also to make the project, estimate, scheme in detail, deploy the plan and finish it before dead line. One important requirement for this skill is the efficiency means that meets the goal-setting.

3. Flexibility: This skill requires the ability of controlling multiple assignments and tasks in which you can identify their important level then decide which should be done first, which should be last. You also need to adjust the tasks to suit with real condition and assignments.

4. Interpersonal abilities: For a Airport ground staff, you have to contact with your boss, staff, customers and others. So the interpersonal abilities are very important. It helps you to keep a good relationship between them and manage your time efficiently.

5. Problem-solving: During working, there are many problems including unexpected issues that requires the ability of control and deal with them quickly and efficiently. It means that being a Airport ground staff, when cope with problem, you need to collect information, analyze situation, point out solutions and apply them to solves perfectly in reasonable time.

6. Teamwork: Being a supervisor, to finish the work with highest result you need to work with many group, therefore, the ability of team-working is not an exception. So besides working individually you also can work in group in a professional manner to make sure that the tasks can be competed.

7. Responsibility: It is regular requirement. For position of Airport ground staff you also come to office on time, work and take responsibilities in given time.

8(b)

          Good communication skills

     Excellent interpersonal skills

     The ability to remain calm in emergencies or when dealing with difficult passengers

     Diplomacy and tact

     Good colour vision and hearing

     Good general health and fitness – many airlines require cabin staff to be able to swim at least 25m

     Assertiveness

     The ability to keep a cheery countenance when you've been on your feet a long time and you're out of your time zone

©   Communicating with people

     Working as part of a team
     Working with your hands
     Being physically fit
     Time management

     (d)   High Level of Customer Service.
     Good Communication Skills.
     Formal Training.
     High Levels of Cultural Awareness.
     Have the Ability to Multitask.
     Work Well in a Team.
     Be Flexible.

	Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6		PO7
CO1	Develop n Understanding about the various concepts and importance of Services Marketing		1 a, 3a	3a						
CO2	Enhance knowledge about emerging issues and trends in the service sector		2 a,	3c				2c, 4a		
CO3	Learn to implement service strategies to meet new challenges		1b,	2b, 1c				3b, 4b		

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - *Knowledge application; PO2 - Analytical and logical thinking; PO3 - Team work; PO4 - Leadership; PO5 - life-long learning; PO6 - Analyze and practice aspects of business;* PO7- *Personal and Societal growth*;