



Certificate in Marketing Skills

COMMUNICATION SKILLS

THURSDAY, MAY 12, 2005. TIME: 2.00 pm - 4.00 pm

Please attempt Section A and TWO questions from Section B.

(If more than the specified number of questions are attempted, delete those you do not wish to have marked. Otherwise the Examiner will mark **QUESTION 1** and the next **TWO** questions in your Answer Book).

All questions carry equal marks.

Do **NOT** repeat question in answer, but show clearly the number of the question attempted on the appropriate page of the Answer Book.

SECTION A (50%)

(All questions carry equal marks)

1. Case Study: Emma's Bad Hair Day

Emma works in an up-market hair salon. As senior stylist she has a substantial number of loyal customers who come to her for her skills and her ability to help her customers feel good about themselves. Emma also has responsibility for training in some of the junior members of staff. Emma has learned her skills in dealing with customers through experience rather than any formal training in customer service.

Recently she arrived late for work and two customers were already waiting for her. Rather than draw attention to her lateness, she called her first client, Mrs Jones. To save time, she gave a junior member of staff the opportunity to cut Mrs Jones's hair, giving Emma a chance to start work on Mrs Smith. She was horrified to find that the junior had almost destroyed Mrs Jones's hair. Mrs Jones complains bitterly and threatens never to return.

You are required to answer **each** of the following questions.

- (i) Examine the problem from Mrs Jones's perspective and identify customer service procedures for dealing with such situations.

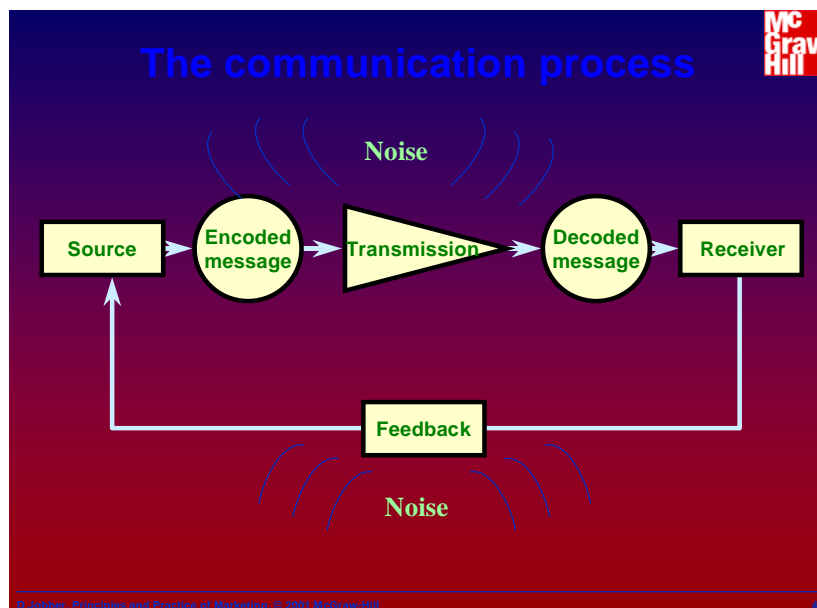
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- (ii) Often customers do not complain even when they are dissatisfied with some aspect of customer service. Is it in the best interest of the salon to encourage complaints? Give reasons for your answer.
- (iii) Outline the strengths and weaknesses of the salon's 'learn by experience' approach to customer service training.

SECTION B

(Please attempt TWO questions. All questions carry equal marks.)

- 2. According to the renowned researchers in customer service, Valarie A. Zeithaml, A. Parasuraman and Leonard L. Berry, customers evaluate the service provided by a company in five ways. List and describe briefly each of the five measures customers use to evaluate a service.
- 3. **The Communication Process Model**



Apply the above communications model to an advertising campaign for the Renault Clio or another campaign of your choice and answer the following questions.

- (a) What was the original message?
- (b) How was it encoded?
- (c) Describe how it was transmitted.
- (d) Explain how noise might have interfered in the transmission of the message.

4. You will attend a meeting next week at which you will have to make a short presentation about the performance of your department over the last six months. Outline the steps you need to take before, during and after the meeting to ensure a meaningful outcome.

5. The company in which you work is responsible for a recent discharge of pollution which caused a fish kill in the local river. Local residents are furious and already there are negative reports of the incident in the local paper. Write a memo to your managing director recommending a course of action which will:
 - (a) Address the concerns of local residents
 - (b) Manage your image with the local media
 - (c) Repair the damage and win back the good name of your company within the local community.