



## Certificate in Marketing Skills

### MANAGEMENT FOR MARKETERS

**FRIDAY, MAY 4, 2007. 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%)**

**The following are extracts from the Customer Charter of Dublin Bus. Please read these extracts and then answer the questions that follow.**

*“Our buses serve the Greater Dublin Area. We have 1,180 buses and these cover nearly 60 million kilometres each year. We carry an average of half a million customers each day from Monday to Friday and currently employ 3,500 staff. We will employ extra staff and expand our fleet in 2007. We are committed to giving you a service that is safe, reliable, comfortable and value for money.”*

#### **Treating all customers equally**

We are committed to giving a quality service that suits all of our customers. You will not be treated any differently because of gender, age, disability, race, religion, marital status, family status, sexual orientation or membership of the Traveller community.

#### **Providing a service you can count on**

We do our best to provide a reliable service, but sometimes situations beyond our control, such as road conditions or heavy traffic, can affect how reliable our service can be. However, at least 95% of our buses will follow the timetable and will not leave their terminus early (unless there is a good safety or service reason).

**P.T.O.**

## **Offering a service that everyone can use**

We are committed to helping everyone use our services. As part of this, we:

- have made 60% of our fleet, including every bus bought since 2000, accessible;
- have made our public offices accessible;
- provide a Customer Comment Desk and information on all of our services from 59 Upper O'Connell St, Dublin 1, and have introduced a Travel Assistance Scheme.

You can also get up-to-date information on our services from our website [www.dublinbus.ie](http://www.dublinbus.ie).

## **Answering your calls**

During normal office hours, we aim that our information and customer service staff will answer 90% of phone calls within 60 seconds. If you need to speak to somebody outside office hours, call the appropriate bus depot directly. All phone numbers are on the last page of this charter.

## **Dealing with our staff**

All staff will:

- be polite and helpful to you;
- think of your safety and comfort when driving;
- wear their uniform; and
- not smoke on a bus or in public area of our head office.

## **Making and handling complaints**

We want to hear from you on how we are doing. We need your suggestions and complaints especially to help us do what we say in this charter.

If you are making a complaint, please put it in writing. Send your complaint to Customer Comment Desk, Dublin Bus, 59 Upper O'Connell St, Dublin 1. When we receive your complaint, we will let you know within 4 working days. We will then investigate the complaint and, in 95% of cases, send you a full reply within 15 working days.

When writing in with a complaint, please include your bus ticket and give us as much detail as possible. This includes:

- the date and time of travel;
- the bus registration number;
- where you were leaving from and going to; and
- a contact phone number, in case we need more information. If you are not happy with the reply, write to our Business Development Manager. He will review your complaint and will write to you within 15 working days.

1. (a) Based on the information in the extracts above please write a mission statement for Dublin Bus. (10 marks)
- (b) Critique the extracts from the charter. In your opinion is the charter of benefit to the company in its efforts to provide good customer service? Why? (20 marks)
- (c) What are the benefits to a company like Dublin Bus of having a clearly stated method of gathering customer complaints? (10 marks)
- (d) What are the differences between the complaints a company like Dublin Bus may receive and those a company like Kelloggs may receive? (10 marks)

### **SECTION B (50%)**

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

2. (a) Write a brief note on the functions that managers carry out in an organisation.
- (b) Using any organisation with which you are familiar describe how the functions of management are practiced.
3. (a) Describe the importance of having a customer focused organization.
- (b) Using any organization with which you are familiar, discuss whether the organization is customer focused or not. Give examples to support your answer.
4. (a) Outline the characteristics of an effective control system.
- (b) Describe the use of a control system with which you are familiar.
5. (a) Outline the reasons as to why people resist change. Discuss the importance of creating the right environment for change.
- (b) Consider the industry you currently work in or any industry with which you are familiar. Think about how that industry is changing and describe changes you have noticed. Outline the reasons that these changes were necessary.