

jobs (university employees, healthcare workers, and managers/owners of local establishments). All of her new business came from positive word of mouth by current patients. However, maintaining a positive attitude was difficult due to the precision and attention to detail required in the job and the painful procedures for patients. Even though patients seldom expressed appreciation for her services, she hoped that she made a positive difference in their health or appearance that would benefit them in the long run.

QUESTIONS

(6×3=18)

- (a) Which of the seven elements of the services marketing mix are addressed in this case? Give examples of each "P" which you can identify.
- (b) How are Dr. Beckett and her staff educating patients about the service they are receiving? What else could they do?
- (c) What supplementary services are offered? How do they enhance service delivery?

(500)

[This question paper contains 8 printed pages.]

Your Roll No.....**Sr. No. of Question Paper : 1822****I**

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Name of the Paper : Marketing of Services

Name of the Course : **Bachelor of Management Studies (BMS)**

Semester : V

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.

SECTION A

Attempt any 4 questions.

1. Zeenat explored her passion for cooking, and her friends and family encouraged her to start her venture. She initiated her catering business, "Gharkakhana". She worked from home and started doing good business, but did not hire any professional to manage her growing business. She engaged delivery boys

P.T.O.

through app services and two-house helpers to assist her in the kitchen. After a few months, the customers started noticing issues related to packaging and uneven vegetable slices and started giving poor feedback with suggestions to improve the quality.

- (i) Explain the elements of 7p's of service marketing relevant in this case. (9)
 - (ii) Give suggestions to Zeenat to improve the service quality. (9)
2. "The Indian economy has experienced a surge in the services sector, with major players offering major services and major centres playing a crucial role in the economy." In the context of the above statement highlight the overview of service sector in Indian Economy with its role and relevance. (18)
3. (a) Service quality as perceived by customers, can be defined as "the extent of discrepancy between customers' expectations or desires and their perception". Elucidate the statement in the light of GAP model. (9)
- (b) Elaborate a few ways to overcome the problems of variability in services. (9)

and blankets for patient comfort during long procedures, coffee and tea in the waiting area, and a photo album in the waiting area with pictures of staff and their families.

Dr. Beckett provided her employees with many opportunities to update their skills by attending classes and workshops. She also rewarded their hard work by giving monthly bonuses if business had been good. Since she shared the financial data with her staff, they could see the difference in revenues if the schedule was slow or patients were dissatisfied. The entire office also went on trips together once a year (paid for by Dr. Beckett), with spouses being welcome but having to cover their own trip expenses.

With the help of a consultant, all the office systems (including billing, ordering, lab work, and patient treatment) were redesigned. One of the main goals was to standardize some of the routine procedures so that error was reduced and all patients would receive the same level of care. Specific times were allotted for each procedure, and the staff worked very hard to ensure that these targets were met.

Dr. Beckett's practice included about 2,000 "active" patients, mostly white collar workers with professional

in the treatment rooms was modern and spotlessly clean. The hygienists used a tool called a DLAGNOdent during teeth cleaning procedures.

Dr. Beckett, a dentist, valued her friendships with staff members and understood that 90% of patients' perceptions of quality come from their interactions with the front desk and other employees. When she began to redesign her practice, she discussed her goals with the staff and involved them in the decision-making process. The changes meant new expectations and routines for most employees, and some were not willing to adapt. There was some staff turnover (mostly voluntary) as the new office procedures were implemented. The current group worked very well as a team.

Dr. Beckett and her staff met briefly each morning to discuss the day's schedule and patients, and they also had longer meetings every other week to discuss more strategic issues and resolve any problems that might have developed. Some of the most successful staff suggestions included "thank you" cards to patients who referred other patients, follow-up calls to patients after major procedures, a "gift" bag for patients after they had their teeth cleaned containing a toothbrush, toothpaste, mouthwash, and floss, buckwheat pillows

4. What are the basic characteristics of services compared with goods? What are the implications of these characteristics for an airline? (18)
5. Write a short note on any **TWO** of the following : (9×2=18)
 - (a) The Service Product
 - (b) Gig Economy
 - (c) Internal vs External services

SECTION B

The following question is compulsory.

6. Dr. Barbro Beckett, a dental practice owner, had recently moved to a new office that was too cramped for her staff to work efficiently. This change was becoming increasingly important as the costs of providing dental care continued to rise. Dr. Beckett realized that productivity gains were necessary but did not want to compromise the quality of service her patients received. She had no formal training in the mechanics of running a business or understanding customer needs. Professional guidelines discouraged marketing or advertising of any kind.

The dental care industry has changed dramatically, with costs rising due to labor laws, malpractice insurance, and the constant need to invest in updating equipment and staff training as new technologies were introduced. Dr. Beckett's overhead was now between 70 and 80% of revenues before accounting for her wages or office rental costs. At the same time, there was also a movement in the US to reduce healthcare costs to insurance companies, employers, and patients by offering "managed health care" through large health maintenance organizations (HMOs). The price limitations meant that HMO doctors and dentists would not be able to offer certain services that might provide better quality care but were more expensive. Dr. Beckett decided not to become an HMO provider as the reimbursement rates were only 80-85% of what she normally charged for treatments. At these rates, she felt that she could not provide high-quality care to patients.

With the help of a consultant, Dr. Beckett decided her top priority was differentiating her practice on the basis of quality. She and her staff developed an internal mission statement that reflected this goal. The mission statement read, in part: It is our goal to provide superior dentistry in an efficient, profitable manner within the confines of a caring, quality environment.

Since higher quality care was more costly, Dr. Beckett's patients often had to pay fees for costs not covered by their insurance policies. Therefore, if the quality differences were not substantial, they might decide to switch to an HMO dentist or another lower-cost provider.

The move to a new office gave Dr. Beckett a unique opportunity to rethink almost every aspect of her service. She wanted the work environment to reflect her own personality and values as well as providing a pleasant place for her staff to work.

Dr. Beckett's new office was Scandinavian in design, reflecting her Swedish heritage and attention to detail. The waiting room and reception area were filled with modern furniture in muted shades of brown, grey, green, and purple. Live plants and flowers were abundant, and the walls were covered with art. Classical music played softly in the background. Patients could enjoy a cup of coffee or tea, and browse through the large selection of current magazines and newspapers while waiting for their appointments.

The entire back-office staff (including Dr. Beckett) wore uniforms in cheerful shades of pink, purple, and blue that matched the office decor. All the equipment