



Private & Confidential

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BGN2303 Service Quality Management**
Semester & Year : January - April 2016
Lecturer/Examiner : Mr. Philip Kwan
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (20 marks) : ONE (1) Mini case study question. Answer ALL questions. Answers are to be written in the Answer Booklet provided.
PART B (80 marks) : FOUR (4) Essay questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

Total Number of pages = 4 (Including the cover page)

PART A : MINI CASE STUDY QUESTIONS (20 MARKS)

INSTRUCTION(S) : ONE (1) mini case study question. Answer ALL questions. Answers are to be written in the Answer Booklet provided.

Sakura Sushi House

The Sakura Sushi House is no ordinary sushi restaurant. It is the ultimate showcase of Japanese productivity. The house features an ellipsoid-shaped serving area in the middle of the room, where inside three or four cooks were busily preparing sushi. So far, the service was average for any sushi house. There was a conveyor belt going around the ellipsoid service area, like a toy train track racing to keep up with the speed of the traveling plates.

In the Sakura Sushi House, Professor Tanaka explained how efficient this family-owned restaurant is. The owner usually has a superordinate organisational purpose, such as customer service, a contribution to society, or the well-being of the community.

The owner's daily operation is based on a careful analysis of information. The owner has a complete summary of demand information about different types of sushi plates, and thus he knows exactly how many of each type of sushi plate he should prepare and when. Furthermore, the whole operation is based on the repetitive manufacturing principle with appropriate 'just-in-time' and quality control system. Thus, the store uses the 'just-in-time' inventory control system'. Therefore, inventory cost is minimum as which is based mostly on simplicity and common sense rather than high technology, contrary to American perceptions.

Wherever one of our employees takes a break, he or she can take off unsold plates sushi and either eat them or throw them away. They are very sushi serious about sushi quality.

SOURCE: adapted from Fitzsimmons (2015). 8th Edition. McGraw-Hill.

- 1a. Describe what features of the Sakura Sushi House service delivery system differentiate itself from the competition, and what competitive advantage do they offer?

(10 marks)

- 1b. Explain how Sakura Sushi House has incorporated the just-in-time system into its operation with one example.

(10 marks)

END OF PART A

PART B : ESSAY QUESTIONS (80 MARKS)

INSTRUCTION(S) : FOUR (4) essay questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.

1. Discuss Juran's main contributions to the quality movement and briefly describe why some quality initiatives failed.
(20 marks)
2. Illustrate in detail why some service firms still hesitate to offer a service guarantee.
(20 marks)
- 3a. Identify **FOUR (4)** appropriate reasons for implementing ISO 9000 and analyse the appropriate rationale for implementing total quality.
(14 marks)
- 3b. Illustrate how you would use ISO 9000 as an entry into total quality.
(6 marks)
(Total: 20 marks)
4. Outline **THREE (3)** strategies for controlling the variability in service times and give **SEVEN (7)** examples how it could make waiting to be less painful.
(20 marks)

END OF EXAM PAPER