



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **MGT2124 Service Quality Management**
Trimester & Year : January – April 2018
Lecturer/Examiner : Philip Kwan
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (25 marks) : TWO (2) mini case study questions. Answers are to be written in the Answer Booklet provided.
PART B (75 marks) : THREE (3) essay questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorised 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 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.

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

PART A : MINI CASE STUDY QUESTIONS (25 MARKS)

INSTRUCTION(S) : TWO (2) mini case study questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.

ABC Retail Company

In the standard exchange involving a person making a complaint and one who is receiving the complaint, usually on behalf of a commercial establishment, there are, Miss Cho from ABC retail company has observed, two obligatory roles.

One person must say something along the lines of: "This is the most outrageous thing that ever happened. I can't imagine how anyone could be so stupid. I am going to find out exactly how this came about, and believe me; I am going to do something about it right away." Any the other must say: "Look, mistakes happen. This is just not all that important. There is no use getting upset, because these things happen all the time. It is not really anybody's fault."

Now here comes the peculiar part: The person at whom the complaint is directed gets to choose which role he or she wants to play, and the complainant has to take the other. Miss Cho realizes that this is a difficult concept. It must be, because those who are obliged to receive complaints, either occasionally or as a wearisome way to earn a living.

Here is the way the standard exchange goes: Complainant (in more or less normal voice, with just a small edge to it): "This is an outrage." Customer Service staff (in bored tone): "Oh, calm down. It is nobody's fault; it just happens occasionally. It is really too late to do anything about it." But here is the same situation, except that the Customer Service Staff has decided not to take abuse, and so has preempted that function.

Complainant (grudgingly at first, but warming up to the subject to counter threat of Customer Service Staff continuing in the same vein): "Oh that is OK. We all make mistakes. It is not all that important."

The essential ingredients to pull off the switch are the apology and the promise to do something, but what makes it work is the tone. Two people cannot keep up an argument in which both are carrying on like that.

Miss Cho is astonished that so few people avail themselves of this simple technique to neutralize what is otherwise a nasty exchange.

SOURCE: adapted from Fitzsimmons, J.A., Fitzsimmons, M.J. and Bordoloi, S. (2014). *Services Management: Operations, Strategy, Information Technology*. 8th edn. Singapore: McGraw-Hill.

1. Briefly describe how ABC retail company can design for self-recovery when self-service failures occur.

(10 marks)

2. Explain how ABC company use a "service script" related to service quality reducing customer complaints.

(15 marks)

END OF PART A

PART B : ESSAY QUESTIONS (75 MARKS)

INSTRUCTION(S) : THREE (3) essay questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.

1. ISO 9001 standard has played great and perhaps the most important role in the perception of quality. Discuss why knowledge and leadership have greater emphasis to the key changes of ISO 9001:2015.

(25 marks)

2. Identify and explain **FIVE (5)** essential steps of providing effective and coordinated service system for a local bank.

(25 marks)

3. Higher educational institutions are increasingly placing greater emphasis on meeting students' expectations. Critically discuss **FIVE (5)** service dimensions in meeting expectations.

(25 marks)

END OF EXAM PAPER