



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 : May - August 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.

Amy's Ice Cream

Amy's Ice Cream is a business that was founded in Austin, Texas, and now has 13 locations in Austin. Service is what differentiates Amy's from other ice cream stores and keeps customers coming back again and again. And, indeed, the service at Amy's is unique.

Amy Miller, the owner and founder, had two philosophies: one that an employee should enjoy what he or she does, and another that the service as well as the ice cream should make the customer smile. These philosophies have provided the foundation for a business that two decades later is firmly established and thriving.

Outgoing and creative employees were very skilled at projecting their colourful personalities across the counter. They joked and interacted with customers while filling their orders. Customers were drawn to the fun and variety of the service. New employees go through an on-the-job training process; one part of this training actually concerns ice cream procedures so that servers can deliver a consistent product. In general, employees are free to interact theatrically with those customers who want to do so.

Employees can bring their music, keeping in mind their type of clientele, to play in their stores. The design of each store and the artwork displayed there tend to be colourful and eclectic, but employees are free to make contributions. Amy's employs a local artist to decorate all stores; the individual managers have considerable say in what they feel is desirable for their own location.

Everyone does everything that needs to be done in the store. Amy's Ice Cream has created what is definitely a "nonmainstream environment", which many feel is responsible for the legions of happy customers who keep the business merrily dipping along.

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

- 1a. Describe the service organisation culture at Amy's Ice Cream. (8 marks)
- 1b. Design a personnel selection procedure for Amy's Ice Cream using abstract questioning, situational vignette, and role-playing. (12 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. Putting customer centricity into consideration requires a range of strategic and practical steps. Assess how a manager would collect customer feedback through a variety of listening posts.
(20 marks)

2. Customer Experience Evaluation (CEE) should be set up to give feedback to the organisation and its employees. Elaborate **FIVE (5)** benefits and **FIVE (5)** important considerations in designing and implementing a CEE programme.
(20 marks)

3. Great service organisations continually use training and a culture of excellence and continuous improvement to underpin their competitive advantage. Identify and explain **FIVE (5)** ways how they overcome the service encounter challenges.
(20 marks)

4. Discuss what you understand by service guarantee and assurance of reliable service. Provide **FIVE (5)** examples of service guarantees by existing organisations.
(20 marks)

END OF EXAM PAPER