



Institute of Human Resource Advancement (IHRA)

University of Colombo, Sri Lanka

Master of Science in Service Management Course No.07 (English Medium)

4th Trimester Examination - 2023

(Held in February, 2023)

MSM 6431 – Strategic Service Management

Instructions to the Candidates

- (1) This paper consists of five (05) questions and three (03) pages.
- (2) Answer only (04) questions.
- (3) Time allocated for the examination is three (03) hours.
- (4) Write your Index Number on all pages of answer scripts.
- (5) Tie up all answer sheets at the end of the examination.
- (6) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

1. 'Critical Success Factors (CSF) are the factors that a firm must excel in and are critical to success in an industry'.
 - i. Identify the Critical Success Factors for the selected service industry as per your choice and explain the advantages of CSF for the businesses.

(10 Marks)

- ii. Run a competitor analysis for selected business organization of the industry in part (i) and critically evaluate the current position of the business. Give your suggestions for the future survival of the business.

(15 Marks)

(Total Marks 25)

2.

- i. 'The hybrid strategy seeks simultaneously to achieve differentiation and low price relative to competitors'.

ABC is one of the leading service organizations and currently they have won the market with the cost leadership strategy. Considering the current market competition, assume their marketing consultant suggested them to go for the hybrid strategies.

- a. Identify the barriers they could face with this decision.

(05 Marks)

- b. Discuss the advantages and disadvantages of the above decision.

(05 Marks)

- ii. Explain the service process matrix and mention the challengers faced by the service managers related to the said matrix.

(15 Marks)

(Total Marks 25)

3.

- i. Explain the customer's role in services using appropriate examples.

(10 Marks)

- ii. Explain the service Package using appropriate examples and mention how can service managers use this service package to as a marketing strategy.

(15 Marks)

(Total Marks 25)

4.

- i. Explain the customer response categories related to the service failures and give appropriate example to elaborate one response category.

Include followings to your answer.

- Case incident related to the service failure.

--The way of customer could react to the above incident

- include the strategies which the company has practiced in order to promote customers on express their dissatisfaction on service failure and your recommendations for improve the process

(15 Marks)

- ii. Explain the role of service recovery process in modern competitive business environment.

(10 Marks)

(Total Marks 25)

5. Write short notes on the following concepts

- i. Jay Customers
- ii. Service guarantees
- iii. Porter's five forces
- iv. Porters Generic Strategies
- v. Strategic Clock

(Total Marks 25)
