



Institute of Human Resource Advancement (IHRA)
University of Colombo, Sri Lanka

Master of Science in Service Management Course No.06

3rd Trimester Examination

(Held in September, 2021)

MSM 5331 – Service Marketing Strategy

(Online Examination)

Instructions to the Candidates

- (1) This paper consists of seven (07) questions and five (05) pages.
- (2) Answer five (5) questions only.
- (3) Time allocated for the examination is two (02) hours.
- (4) Write your Index Number on all pages of answer scripts.
- (5) Scan all answer sheets into a one PDF file and submit into the submit box.
- (6) If a page or a part of this question paper is not printed, please inform the Supervisor immediately.

Question 01

- i. *'Service is taking action to create value for customers'*. Critically review this statement with examples.

(06 Marks)

- ii. **'Extended Marketing Mix** is critical for a service organization in managing the customer interface in the competitive business world'. Critically review the statement.

(06 Marks)

- iii. **'Post-purchase Stage Customer Satisfaction** is Central to the Marketing Concept'. Explain with examples related to a service organization of your choice.

(08 Marks)

(Total Marks for question =20)

Question 02

- i. Identify **three (03) Success Factors in New Service Development** and briefly explain them with respect to a service organization of your choice.

(06 Marks)

- ii. Briefly explain the concept of **Brand Equity** with respect to a service organization.

(06 Marks)

- iii. 'Service organizations need to manage the perceived risk of service delivery.' Explain with suitable strategies to overcome the perceived risks giving examples.

(08 marks)

(Total Marks for question =20)

Question 03

- i. 'Bitner's services cape model explains the impact of physical surroundings on customers and employees.' Critically review the statement with examples.
(06 Marks)
- ii. Describe as to how the **Mehrabian-Russell Stimulus Response Model** and **Russell's Model of Affect** could be applied to a service environment with examples.
(06 Marks)
- iii. 'Service organizations could differentiate their **service value propositions** under three components'. Briefly explain the value propositions taking examples from the industry.

(08 Marks)

(Total Marks for question =20)

Question 04

- i. Briefly explain **four (04)** main areas of **ethical issues** arise in service communication.
(06 marks)
- ii. Develop five (05) **service marketing communication objectives** for a selected service organization by identifying **five (05)** areas for objective setting.
(06 marks)
- iii. '*COVID-19 global pandemic has created new opportunities and challenges for service organizations. Many service organizations have opted to adopt online service deliveries to its customers.*' Identify the **challenges and opportunities** with respect to a retail service firm in adopting online service delivery services in Sri Lankan context.

(08 marks)

(Total Marks for question =20)

Question 05

- i. **'Customers and employees are considered as co-creators of service in modern business organizations.'** Critically review the statement with examples.
(06 marks)
 - ii. **'Intangibility of service'** as a characteristic of service creates problems to marketers. Critically review the statement.
(06 marks)
 - iii. **'In service marketing, non-monetary costs play a significant role in creating customer value perception. When we consider the customer net value, we need to understand the customer's perceived costs. Related monetary costs and the non-monetary costs are included in the costs of service'.** Critically review the statement with the non-monetary costs involved in service with an example of a service offered of your choice.
(08 marks)
- (Total Marks for question =20)**

Question 06

- i. Discuss the key barriers for firms to break the **Cycle of Failure** and move into the **Cycle of Success?**
(06 Marks)
 - ii. What is **'Emotional Labour'**? Identify the ways in which it may cause stress for employees in specific jobs? Illustrate with suitable examples.
(06 Marks)
 - iii. **'Many service organizations in the government sector work with silos mentality'.** Why do marketing, operations, IT and HR functions need to be coordinated very closely? What are the barriers to break the silos mentality?
(08 marks)
- (Total Marks for question =20)**

Question 07

- i. Critically review the concepts of **‘Transactional Marketing’** and **‘Relationship Marketing’** with examples.

(06 Marks)

- ii. Explain the concept of **‘Wheel of Loyalty’** in relation to a service firm of your choice and explain application of the concept to a service organization with examples.

(06 Marks)

- iii. Explain the common **failures of CRM implementation** in a service organization and discuss the strategies to overcome the challenges identified.

(08 marks)

(Total Marks for question =20)



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3rd Trimester Examination

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MSM 5332 – Services Supply Chain Management

(Online Examination)

Instructions to the Candidates

- (1) This paper consists of one (01) question and three (03) pages.
- (2) Answer all questions.
- (3) Time allocated for the examination is two (02) hours.
- (4) Write your Index Number on all pages of answer scripts.
- (5) Scan all answer sheets into a one PDF file and submit into the submit box.
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Read the following case study and answer the questions below;

1.

"SNACKS" Biscuits

"SNACKS" is a well reputed biscuit manufacturing company and currently leading the market. It manufactures a large variety of biscuits and has been in the industry since 1930. Since its inception it has been gradually developed to this level. The main two ranges of biscuits it manufactures are single layer biscuits and double layer biscuits. Without any significant complaints from customers it has been smoothly be winning the market day by day. However, since three months "SNACKS" is receiving the same type of complains from its customers and it is mainly about double layer biscuits. The complaint is that the two layers of the biscuit are not firmly stick together so that the filling is coming off in-between the two layers of biscuits. Following the numerous customer complains the manufacturing team has decided to solve the problem to find the root cause behind this issue.

There were two team assigned to do this. One team was asked to verify the raw material specifications as the outcomes of brainstorming sessions with the operators and other relevant employees came up with two possible causes: raw materials not meeting the expected specifications and any flaws in manufacturing process.

The Team A, which was assigned to inquire the whether the suppliers have sent the right raw materials and are they really meeting the specifications and Team B to inquire any process errors came up with their findings.

The Team A found that suppliers of some raw materials have not exactly met the specifications although they have not made a significant noticeable impact on the quality of the product in terms of taste and appearance of the biscuits. However, this has alarmed them to go for a supplier base rationalization and in that process some of the suppliers who have been working with "SNACKS" since long time have also been removed from the supplier base.

As a result of its preliminary study carried out by Team B, it was able to see that the double layer biscuits have not properly been baked at the right temperature. Then the temperatures of the double layer biscuits making ovens were taken through a selected sample and the average of the taken temperatures were perfectly matching with the standard temperature it should be. Therefore the management was continuing to carry out the same processes without not paying much attention to the temperature control of the ovens. To the surprise of "SNACKS" company customer complaints were continued to receive irrespective of the results of the preliminary study carried out.

Questions

- (a) Do you agree with the actions of the two teams to overcome the identified problems? If not, explain the reasons.

(25 Marks)

- (b) If the identified solutions are not the correct actions to be taken, what strategies you recommend to “SNACKS” Company to overcome them? Justify your recommendations.

(35 Marks)

(Total 60 Marks)



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3rd Trimester Examination

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MSM 5333 – Customer Relationship Management

(Online Examination)

Instructions to the Candidates

- (1) This paper consists of three (03) questions and three (03) pages.
- (2) Answer all questions.
- (3) Time allocated for the examination is two (02) hours.
- (4) Write your Index Number on all pages of answer scripts.
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01.

The retailing organizations reaches out creatively to respond with transparency, communication and new offers to meet the new needs of customers in COVID-19 pandemic. Customers will, in turn, respond with greater loyalty to the retailer companies who are innovating in their interest.

Select a supermarket as per your choice and;

- i. Identify the different loyalty programs offered by your selected supermarket.

(10marks)

- ii. Explain the 'customer loyalty pyramid' with different level of loyal customers and what they give to the company and expect from the company.

(20 marks)

- iii. Explain the challenges face the selected supermarket in delivering a super service to the customer, during COVID-19 pandemic situation. Give your suggestion to overcome those challenges.

(10 marks)

(Total 40 Marks)

02.

"During the COVID-19 pandemic, individuals and businesses are facing tough financial decisions. As many find themselves scaling back, companies must also ramp up their customer service to retain customers. If your business impresses customers with communication and understanding, it is more likely to survive and thrive".

- i. Explain the important of continuing customer relationships in COVID-19 pandemic situation.

(10 Marks)

- ii. Explain the strategies of maintaining the customer – supplier relationship in COVID-19 pandemic situation. Use appropriate examples to explain your answer.

(10 Marks)

- iii. State five different types of customers and suggest different customer relationship strategies to each type of customers using examples.

(10 Marks)

(Total 30 Marks)

03.

- i. Briefly explain an incident you or your organization experienced in handling difficult customers. What was the main issue?

(10 Marks)

- ii. Explain the steps in the process of “winning over difficult customer” related with the above incident.

(20 Marks)

(Total 30 Marks)
