IHRA

UNIVERSITY OF COLOMBO

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)

****

IHRA

UNIVERSITY OF COLOMBO

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

(Held in February, 2023)

MSM 6432 – Globalizing of Services

Instructions to the Candidates

(1)   This paper consists of six (06) questions and three (03) pages.

(2)   You must answer all six (06) questions given in Part I and II. Use separate answer books provided for the **Part I & Part II. Write on the top of the answer book whether it is Part I or Part II.**

(3)   Time allocated for the examination is three (03) hours.

(4)   Write your Index Number on all pages of answer scripts.

(5)   Tie up Part I and Part II of the answer scripts separately 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.

Part I

01.

i. Globalisation is a process in which there is a worldwide expansion of ideas, knowledge, information, goods, and services. What are the forces that drive globalization?

(10 Marks)

ii. Briefly discussed why is the globalization important for the service organization.

(10 Marks)

(Total: 20 marks)

02. 'National culture affects the globalization initiatives of firms'. Explain the cultural impact of globalization by giving examples.

(Total: 20 Marks)

Part II

Read the following case study and answer the questions given below.

In the next decade, explosive growth is anticipated for services worldwide, exceeding 30 percent. This phenomenon is driven by three major shifts: the digitalization of service business models, the growth of demand in emerging countries and the deregulation of national markets.

Digitalization as a business model naturally facilitates service globalization by making it easier for companies to address new customer segments beyond the traditional bricks-and-mortar business. Such digitalization lowers market barriers but simultaneously opens traditional players to the risk of foreign competitors. Past a certain threshold – estimated at 15 percent of sales – digital throws the old market organization for a loop. Players which have been able to form truly global digital platforms have thus rewritten the game rules in their industry.

By playing the role of information aggregator, Google managed to capture the lion's share of online advertising revenues, completely upsetting the profit model of traditional media (press, radio, television). Traditional media players generate 86 percent of advertising revenues in the physical environment, but represent only 22 percent of the digital advertising market.

Apple has established itself in music distribution, with an 80 percent market share in online music by breaking the traditional industry rule forcing consumers to buy an entire album to acquire a single song. Today, Amazon is leading a similar revolution in the book industry (currently claiming 60 percent of the digital books market) by skirting the usual normative pricing structure and facilitating self-publishing. In the travel industry, operators such as Expedia and Booking are positioning themselves as direct competitors to travel agencies and hotel operators to capture customers. Reservations are made on the web on an increasingly massive scale.

In the software and IT services industry, IBM, Microsoft and Devoteam are delivering cloud computing services to help customers cut costs (an estimated 35 percent reduction in spend on online messaging and file transfers) and manage their installed software more efficiently. The cloud is used to render intangible a certain number of products which used to be distributed physically, with transfer of ownership. In other words, where is the labor needed to provide the service? We define "global services" as intellectual services which can be completely dematerialized (professional services, IT, media, etc.). Global services are the most easily exportable and highly vulnerable to global competition. They are also the most highly valued and in segments with the highest growth potential – they currently represent 33 percent of global services revenues. "Local services" (personal services, transportation, hotels, etc.) are traditionally fragmented and immature. The related labor force is local and not likely to be relocated. However, due to digitalization and market consolidation (e-commerce, franchises, platform pooling, etc.), local services are increasingly exposed to global competition. Finally, "intermediary services" refer to local services which can be delivered remotely thanks to e-commerce, and play an important intermediary role between the goods and services markets.

03.   With the changes happening across globe as per the above article explain the opportunities Sri Lanka has in detail with reference to rapid technology adaption happening globally.

(30 Marks)

04.   Explain the challenges faced by traditional players considering two selected industry segments as services are increasingly exposed to global competition.
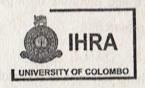
(10 Marks)

05.   What benefits might companies obtain from the globalization of markets and the globalization of services?

(10 Marks)

06.   International organizations like World Bank, IMF, and World Trade organization play a major role in globalization. Explain this with appropriate examples highlighting impact of these organizations in global trade.

(10 Marks)

****

3

IHRA
UNIVERSITY OF COLOMBO

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 6433 – Research Methods

Instructions to the Candidates

(1)   This paper consists of seven (07) questions and five (05) pages.

(2)   Answer any five (05) 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. Writing the literature review is an extensive process that entails searching for, organizing, and summarizing the related research and literature on a particular topic. However, the literature review is the most important in research.

    i.   How could literature help you in your research?

                                                    (05 Marks)

    ii.   Paraphrasing is an important skill you have to develop as a researcher. What steps do you adopt to ensure that you are paraphrasing effectively?

                                                    (05 Marks)

    iii.   Below is an extract of a literature review done by a researcher. Do you consider it as a good literature review? Why?

                                                    (05 Marks)

There is an overall optimistic view about the opportunities that Digital Transformation (DT) can be a disruptive force that, if unintended, uncontrolled, or underestimated, may negatively affect sustainability (Andriushchenko et al., 2020). Hilali (2019) noticed some of the drivers of DT impact sustainability, and Brenner and Hart (2021) identified a relationship between DT and the three pillars of sustainability. Moreover, Gomez-Trujillo (2021) pointed out digital transformation as a driver and a predecessor of sustainability. DT itself directly influences sustainability. Further, there is a positive relationship between digitalisation and the improvement of Sustainability (Guandalini, 2022). Digitalization also has an important impact on sustainability (Jelovac,2021). Pyka (2017) found digitalisation plays a crucial role in a company's successful transformation to its sustainability.

---

    iv.   Identify **one** author prominent and **one** information prominent citation from the above literature review.

                                                    (05 Marks)

                                                (Total 20 Marks)

2. Read the below paragraph and answer the questions below

The tea industry is one of the main sources of foreign exchange in Sri Lanka. While Sri Lanka's tour offers beaches, wildlife, cultural and archaeological sites as well as other natural and manmade attractions, it has failed to allocate a prominent place for tea plantations as a tourist attraction. Beaches and nature are mostly marketed compared to tea tourism. Tea is a major contributor to the GDP and plantings cover 221,000 hectares (324,900 acres), and nearly 4% of the land area in Sri Lanka is used for tea plantation. Even though tourists are visiting Sri Lanka for several purposes, according to the Sri Lanka Tourism Development Authority only a few tourists have been involved in tea tourism activities.

i. Identify the research problem in the above case

(04 Marks)

ii. Advice on how to improve the research problem writing for the above researcher.

(08 Marks)

iii. Identify two research questions and 2 objectives for the above-mentioned problem.

(08 Marks)

(Total 20 Marks)

3. i. What are the different research approaches available in line with conducting a research? Explain with appropriate examples.

(10 Marks)

ii. Introduce different sapling methods those can be used in conducting a scientific research.

(10 Marks)

(Total 20 Marks)

4. i. What are the different data collection strategies you could recommend for a research? Explain them indicating their suitability with suitable examples.

(10 Marks)

3

ii.   Discuss different factors to be considered in developing a research questionnaire.

(10 Marks)

(Total 20 Marks)

5.

i.   Sampling techniques should be selected well in relation to the research study. Determine the appropriate sampling technique to select the following samples.

   a.   To select 100 employees out of 500 employees in and organization.
   b.   To select employees from O/L, A/L and Graduate qualifications.
   c.   To select poor people in the island.
   d.   To select drug abusers.
   e.   To select several employees who are frustrated in an outside organization.

(02×5 = 10 Marks)

ii.   Explain the following questions with examples included in a questionnaire.

   a.   Dichotomous questions.
   b.   Multi-Options questions.
   c.   Likert scale questions.
   d.   Numeric questions.
   e.   Open-Ended questions.

(02×5 = 10 Marks)

(Total 20 Marks)

6.   i.   In quantitative research, Positivistic paradigm is frequently applied. Describe this statement using six tenets of positivism.

(12 Marks)

ii.   Explain Inductive and Deductive approaches used in research.

(08 Marks)

(Total 20 marks)

4

7.   i.   Analytical techniques depend on the types of data. Describe this statement.

(10Marks)

    ii.   Decide the most appropriate statistical technique to address the following objectives.

        a.   To examine the nature of service quality and employees' satisfaction.

        b.   To study the relationship between service quality and employees' satisfaction.

        c.   To test the internal consistency of likert scale items.

        d.   To identify the effect of service quality on employees' satisfaction.

        e.   To study whether there is a difference in employees' satisfaction between male and female employees.

(02×5 = 10 Marks)

(Total 20 Marks)

****