



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2017/2018**

COURSE NAME : SERVICE MANAGEMENT
COURSE CODE : BPB 33903
PROGRAMME : BPA
EXAMINATION DATE : DECEMBER 2017 / JANUARY 2018
DURATION : 2 HOURS AND 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

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THIS QUESTION PAPER CONSISTS OF SIX (6) PAGES

Q1 Service providers have to manage two distinct but equally difficult pressures from managers and the customer.

(a) State **FOUR (4)** pressures from the organizations and **FOUR (4)** pressures from customer.

(8 marks)

(b) Describe **FIVE (5)** key issues in managing customers.

(10 marks)

(c) Describe **THREE (3)** methods that can be used to encourage customer feedback.

(6 marks)

Q2 Continuous improvement capability is an important aspect for the organizational's sustainability. Part of the continuous improvement process will be the development of improvising the operational stability.

(a) Describe **TWO (2)** approaches of continuous improvement in service management.

(8 marks)

(b) Explain **FIVE (5)** key activities in dealing with customer complaint using appropriate example for each.

(15 marks)

(c) Define failsafing.

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(1 mark)

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Q3 Service strategies can help service operations managers to create comprehensive strategic plan, KPIs and goals in leading organization to the next level of performance.

(a) Define service strategy. (2 marks)

(b) Describe **THREE (3)** service strategies that can be used to create competitive advantage for service-oriented organizations. (3 marks)

(c) Discuss **FIVE (5)** critical elements of service strategy. (20 marks)

Q4 TNT Express is the world’s leading business-to-business express delivery company delivering 3.5 million parcels, documents and pieces of freight each week to over 200 countries. Alan Mui is the Country General Manager and runs TNT’s operations in Thailand. There are 13 depots across the Kingdom of Thailand, employing 1,000 people and handling around 5,000 consignments a day.

Mr Mui uses a ‘hub and spoke’ road network to connect the depot in Thailand with his main hub near Bangkok airport. He has also expanded his highly successful international road network called the Asian Road Network, by running several 40-ton-capacity trucks to Malaysia and Singapore in the south and Laos, Vietnam, Cambodia and Southern China in the east. As Alan explained,

This give us the opportunity to offer three levels of service to our customers, either very speedy international deliveries via Bangkok airport using commercial airlines, or I can fly the consignments to Singapore or Hong Kong to connect with our own TNT 747 aircraft from there to Europe, or I can

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also truck them to other Asian Road Network countries. This gives several price options and also good contingencies in case of any problems.

TNT is a company committed to delivering excellent service and Alan explained what service excellence means to him.

Service excellence is very simple. It's about just two things. Firstly, don't ever commit yourself. You have to understand exactly what it is you can do: then you tell the customer. For example, you say you can do A, B, C. If the customer says they want D and E as well, tell them you can't promise that. OK, if you have a competitor that can, or thinks they can, fine. Often the customer can work out how they can do D and E and you get the job because you are clear, honest and reliable. You must always know, and then say, what you can actually do and what you can't. We have to set our customers' expectations and then deliver that promise.

Secondly when things go wrong, which thankfully is not too often, such as when there is a flight delay or cancellation, make sure the customer is aware of it. It's essential that we tell them right away when there is a problem – before they find out by themselves. In many cases, by providing the customer the advance information of the problem, they can deal with the consequences of the delay. Last year for example, we lost a shipment for a very big and important client. I picked up the phone and personally rang their CEO. He asked me if I thought there was any chance we might be able to find it in the next 48 next hours. I told him 'no', because that was the likelihood, but I also told him that we were not giving up and we will do our very best to locate it. People usually accept that problems do happen. What is important is how you deal with him. If we can't deliver the service we promise then we must not be afraid or shy to face up to it, keep the customer informed, and sort it. (Johnston, Clark and Shulver. (2012). Service Operation Management. Case Example 17.1 pp 436. Pearson. England.)

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Discuss **NINE (9)** elements of TNT Express service management using business canvas model given in **Appendix I**.

(27 marks)

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- END OF QUESTIONS -

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FINAL EXAMINATION			
SEMESTER / SESSION : SEM I / 2017/2018 COURSE NAME : SERVICE MANAGEMENT	PROGRAMME CODE : BPA COURSE CODE : BPB33903		
Key Partners	Key Activities	Value Proposition	Customer Relationships
	Key Resources		Channels
			Customer Segments
Cost Structure			Revenue Streams

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