



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Management
DEPARTMENT	Business Management CEP's
CAMPUS	APB
MODULE NAME	Services Management
MODULE CODE	AC1SERV
SEMESTER	First
ASSESSMENT	Summative Assessment (Main Exam)

ASSESSMENT DATE	26 October 2021	TIME	00h05 – 23h59
ASSESSOR(S)	Dr N Cunningham		
MODERATOR(S)	Mrs L Botha (Milpark Education)		
DURATION	3 hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	13
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INFORMATION/INSTRUCTIONS:

- This is an open-book assessment.
- Read the questions carefully and answer only what is asked.
- **All** questions should be answered using your own words and own examples. **Do not simply copy from the textbook or other sources.**
- You may use your module notes, but may not ask any other person for assistance either personally, through social media or any other form of communication.
- If it is found that your work is similar to the textbook, other sources or any of your peers, the Student Ethics and Judicial Services will be informed. This would lead to a disciplinary hearing which may include expulsion.
- By submitting your assessment, the general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION 1

(20 MARKS)

In order to enhance their service offerings, some hotels have started using Artificial Intelligence (AI) through the use of robots to assist in the service delivery. These robots usually assist with very basic services like checking customers in, delivering food to the table or room and so on.

- 1.1. Argue how the various challenges associated with the ‘heterogeneity’ characteristic in a hotel context are overcome through the use of the robotic staff. (3)

Mark allocation: 3 marks allocated to the overall discussion = 3 marks

- 1.2. Customers form different expectations of a service. Provide an example of the five (5) types of expectations a consumer may have when the robot is assisting with cleaning of the rooms. (5)

Mark allocation: 1 mark per expectation = 5 marks

- 1.3. Service organisations need to understand the expectations that their customers have with regards to their service offering and match this to their behaviour. If this doesn't take place, gaps in service can occur. Assume that the hotel is using the robot to check-in customers, explain how the four (4) gaps can occur in this scenario. As part of your answer, explain how each of these gaps should be closed. (8)

Mark allocation: 2 marks allocated to each gap, 1 mark for providing a practical example of the gap and 1 mark for explaining how the gap should be closed = 8 marks

- 1.4. Managing a customer's perception of the service quality is an important task. There are five service quality dimensions that a service firm should be aware of. Explain how the use of the robot may assist with ensuring reliability and responsiveness at the hotel. (4)

Mark allocation: 2 marks for the practical application relating to reliability and 2 marks for the practical application relating to responsiveness = 4 marks

QUESTION 2

(10 MARKS)

Restaurants like Saint and Marble (both located in Johannesburg) promise the customer a premium dining experience. Whereas, restaurants like Spur and Panarottis offer a more family-orientated experience.

- 2.1. Provide a practical example of each of the three physical evidence dimensions by highlighting how they would differ in a restaurant like Saint and Spur. (6)

Mark allocation: 2 marks per dimension relating to Saint and Spur = 6 marks

- 2.2. Provide two (2) examples of a scenario where a customer may engage in avoidance behaviour due to the physical environment at a restaurant. Be sure to support your examples. (4)

Mark allocation: 2 marks allocated to a well-motivated scenario = 4 marks

QUESTION 3

(20 MARKS)

A services blueprint is a picture or a map that visually depicts the service delivery process. Assume that the restaurant would like to develop a services blueprint for a customer making a reservation, arriving and enjoying their meal and leaving. Answer the questions that follow:

- 3.1. List any six (6) customer actions that would take place in the process. (6)

Mark allocation: 1 mark allocated to each action = 6 marks

- 3.2. Identify two (2) front office employees who would participate in this process. (2)

Mark allocation: 1 mark allocated to identification = 2 marks

- 3.3. Identify two (2) back office employees who would participate in this process. (2)

Mark allocation: 1 mark allocated to identification = 2 marks

- 3.4. Identify one (1) support process that could take place in this process. (1)

Mark allocation: 1 mark allocated to the support process = 1 mark

- 3.5. List any six (6) possible physical evidence / activities that would be evident in the process. (6)

Mark allocation: 1 mark allocated to each = 6 marks

- 3.6. Provide a practical example of the line of interaction, the line of visibility and the line of internal interaction within this process. (3)

Mark allocation: 1 mark allocated to each action = 3 marks

QUESTION 4

(20 MARKS)

During the COVID-19 pandemic, a number of consumers started making use of the online shopping services that a number of retailers were offering. Examples of these are Checkers' "Sixty60", Pick n Pay's "asap!" or Woolies' "Dash" so on.

- 4.1. Explain why the drivers delivering the groceries to the customers play a boundary-spanning role. (2)

Mark allocation: 2 marks allocated to the discussion = 2 marks

- 4.2. Assume that Checkers Sixty60 has created an online support system where customers can speak to a consultant regarding their order. Checkers Sixty60 want to ensure that its employees are trained in dealing with customers. Part of the training covers how the managers can empower, enfranchise and encourage teamwork. Provide practical examples of how each of these elements can be used in a scenario where a customer's delivery was not correct. Be sure to motivate your answer. (6)

Mark allocation: 2 marks allocated to each example = 6 marks

- 4.3. When receiving a service, the level of customer participation may differ. Argue why purchasing your groceries online would be an example of high participation. (2)

Mark allocation: 2 marks allocated the argument = 2 marks

- 4.4. Assume that Pick n Pay asap! wants to enhance their customer participation. Using the (4) methods, explain how Pick n Pay asap! should apply these methods in order to enhance their customer's participation. Be sure to motivate your answer. (8)

Mark allocation: 2 marks allocated per method = 8 marks

- 4.5. Customers are required to have certain skills in order to participate in a service. Provide a practical example of the customer needing the instructor and decision-maker and hunter skills when purchasing groceries online. (2)

Mark allocation: 1 mark allocated per example = 2 marks

QUESTION 5**(20 MARKS)**

In order to increase your monthly income, assume that you have recently started your own fast-food restaurant selling healthy meals to customers in your area on Saturdays and Sundays from 10am – 6pm.

- 5.1. You have quickly realised that there are certain issues when it comes to managing demand and your service. Provide a practical example for each of the four (4) issues in demand management impacting your restaurant. (4)

Mark allocation: 1 mark allocated to each example = 4 marks

- 5.2. Using the 4Ps, provide examples of how you would smooth the demand for your healthy meals during peak-hours. Be sure to motivate your examples. (8)

Mark allocation: 2 marks allocated to each P = 8 marks

- 5.3. You've noticed that during the lunch-time period, there are very long waiting lines outside your restaurant. Practically explain how you would use the four (4) strategies available in order to effectively manage waiting lines. Justify your strategies. (8)

Mark allocation: 2 marks allocated to each strategy = 8 marks

QUESTION 6**(10 MARKS)**

Match the concepts to a scenario of a restaurant:

Pricing strategy	Example
Discounting	Pricing cocktails at R59.99
Odd-even pricing	Offering a lunch special comprising of a meal and a glass of wine
Differential pricing	Offering pensioners 10% off their meal
Pure price bundling	Pricing cocktails differently at happy hour
Mixed price bundling	Offering a dinner special where customers of offered wine tasting with each course

END OF QUESTION PAPER