

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: MMS/PG- Operations (Batch 2017-19)

Subject: Service Operations

(IVth Trimester end term examination)

Maximum Marks: - 50

Max. Duration: 3 hours

Date : 24/09/2018

Note:- Question 1 is compulsory and carries 20 marks, attempt any 3 questions from question numbers 2 to 5 (each carry 10 marks). Please make necessary assumptions, clearly stating them in your answers.

1. a) Based on the caselet The Empress Hotel Group (attached) please analyse and attempt the following questions (10)

i) Why do the staff and managers appreciate the existence of procedures and routines? What are the disadvantages? (3)

ii) What do you think will be the problems in removing these procedures as the organisation tries to move from 'compliant' to 'adaptive'? (3)

iii) What suggestions can you make that would help Davina encourage staff to become warmer and more spontaneous when dealing with customers... (4)

1 b) Based on the caselet Gold Card Protection scheme (attached) please analyse and attempt the following questions (10)

i) What went wrong? (i.e. what were the root causes of the failure?) Whose fault was it? (3)

ii) Evaluate James Creek's intervention. (3)

iii) How should the organisation respond to this letter? (4)

2. a) What do you mean by service operations management? How would the operations management of services be different from that of managing factory operations? (5)

2 b) What examples can you give of capability and commodity service operations? What are the operations management challenges of each type ? (5)

3 a) Construct the service concept for SIMSR using the format taught to you... (5)

3 b) Explain what you mean by the servicescape ? Analyse the servicescape of the SIMSR institute, what aspects encourage the right behavior in the students and the serving staff.

4 a) How important is capacity utilization to the success of an organization, and what happens when there is underutilization or overutilization of resources? Also explain the meaning of coping zone and the impact of the coping zone on staff and customers? (5)

4 b) Why is measuring service quality so difficult? Briefly explain the service quality gap model. (5)

5. Write short notes on (any 4) (10)

a) Service Guarantees

b) Word of mouth vs. word of mouse

c) SPC, Process capability indices and Six sigma in services

d) The Key Decision Area matrix

e) Bow tie vs. diamond relationship

f) Competing on product or experience