K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: MMS/PG- Operations (Batch 2016-18)

Subject: Service Operations

(IVth Trimester end term examination)

Maximum Marks: - 50   **Max. Duration: 3 hours**   **Date : 16/09/2017**

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. **Based on the case study Village Volvo (attached) please analyse and attempt the following questions   (any 4)   (20)**

   a)   **Describe the organizations service concept, and undertake a service transaction analysis of the service operations, identifying the critical points for management attention.**

   b) **Prepare a service blueprint, clearly mentioning possible fail points**

   c) **What would be runners, repeaters and strangers categories of customers for Village Volvo? Using the KDAM, explain how Village Volvo can manage these categories effectively.**

   d) **Please draw the House of Quality/ Quality Function Deployment diagram and explain how Village Volvo can use this   tool to enhance their service offering.**

   e) **How can Village Volvo differentiate itself from the regular Volvo dealers?**

2 a)   Explain the usage of SPC, Process capability indices, Six Sigma and Quality systems for controlling Service processes?   (5)

2. b)   Customers arrive at Paul Harrold's Styling Shop at a rate of 3 per hour, distributed in a Poisson fashion. Paul can perform haircuts at a rate of 5 per hour, distributed exponentially. a) Find the average number of customers waiting for haircuts. b) Find the average number of customers in the shop. c) Find the average time a customer waits until it is his or her turn. d) Find the average time a customer spends in the shop. e) Find the percentage of time that Paul is busy.

(5)

3. Booking a cab with a renowned company, in order to avoid last minute issues is common these days. With the same thought in mind of avoiding last minute issues, Pradeep Chopra, Co-founder & CEO of Digital Vidya booked a cab for his wife and daughter who were going to a birthday party. He made a booking with Ola Cabs, which is a Mumbai based company and is considered to be one of the most popular Indian radio taxi service providers, by 11 AM for 5:15 PM departure.

At 4:50 PM, his wife called her saying that she received a call from Ola Cabs personnels about the cancellation of the cab due to unavailability. At this point when he was about to enter a meeting, he found himself in a situation of searching for more options rather than concentrating on his meeting and work.

While he was trying to find out other options, he received a message from Ola Cabs about the details of the driver of the cab. However, he soon realized after having a word with the driver that since the cab was 40 Kms away from his home, so it would be of no use. After putting a lot of efforts finding for other options, he realized that his 6 year old daughter will be missing the much awaited birthday party of her friend.

When he reached home, he listened to the complete experience of his wife about Ola Cab's personnels and decided to leave a detailed review about his bad experience next day.

(source:- http://www.digitalvidya.com/blog/tag/ola-cabs/ accessed on 31/8/2016)

    a)   **What are the reasons why customers complain? What are the reasons why customers do not complain? Do you think Pradeep Chopra will complain?   (5)**

    b) **How do Organisations handle service failure? How should Ola Cabs handle this service failure and attempt a successful service recovery? What would be the acid tests of a service recovery?   (5)**

4. a) How important is capacity utilization to the success of an organization? What happens when there is underutilization or overutilization of resources?   (5)

  b) What is the coping zone? What is the impact of the coping zone on staff and customers? (5)

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

a) **Service off shoring/Outsourcing**

b) **Defining the success of service operations**

c) **How the integration of Networks, technology and information is transforming service.**

d) **The capability commodity matrix.**

e) **Key Account Management and diamond relationship**

f) **Servitisation**