

<b>VPM's</b> <b>DR VN BRIMS, Thane</b> <b>Programme: MMS (2021-23)</b> <b>Third Semester Regular Examination February 2023</b>			
<b>Course Name:</b>	Service Operations Management	<b>Course Code</b>	MMS – O -306
<b>Roll No.</b>		<b>Marks</b>	60
<b>Total No. of Questions</b>	6	<b>Duration</b>	3 Hours
<b>Total No. of printed pages</b>	2	<b>Date</b>	10.02.2023
<b>Course Outcome Statements:</b>			
CO1: Recall the concepts of service operations management for solving business related problems.			
CO2: Explain service operations principles for decision making.			
CO3: Develop solutions for service operations business improvement.			
CO4: Analyse the data and classify the issue regarding challenges and opportunities.			
CO5: Assess the business environment and take a leading role in providing multiple opportunities.			

<b>Instructions: -</b>			<b>Marks</b>	<b>BL</b>	<b>CO</b>
<b>Q. No 1 (All Questions are Compulsory)</b>					
<b>Q. No.</b>		<b>Questions</b>			
<b>Q. 1</b>		Case/Case-let Study (500-800 words)			
		<p style="text-align: center;"><b><u>K's Grocery</u></b></p> <p>The inventory decisions at K's grocery are made to be simple. An employee with a hand-held electronic ordering device walks down the aisle and notes whether a product has a full amount of inventory on the shelf. If not, the amount needed to fill the shelf is punched into the ordering device and the employee moves on. As an example, consider the 64-ounce bottle of Wesson Vegetable Oil. The product has three "facings," where facings are the slots allocated to a product on a shelf-the number of product containers facing a customer. On any one facing, 4 units of the 64-ounce bottle can fit in the depth of the shelf, so the 3 facings can hold a total of <math>4 \times 3 = 12</math> units of product. Thus, the ordering policy for an employee is to order up to 12 units. If there are 8 units on the shelf, she orders 4 more.</p> <p>The price the grocer pays for the 64-ounce bottle of Wesson Vegetable Oil is \$2.00 and she sells it for \$2.80, an average dry goods mark-up for grocery stores. Ordering is done twice a week, late in the day on Thursday and Monday. Ordering takes such a small amount of time per product that it can be considered "costless." The product is delivered and on the shelf by the next morning. The historical demand in the last 10 weeks for the Friday-Monday time frame is: 5, 7, 10, 9, 6, 7, 8, 7, 6, 8. The historical demand in the last 10 weeks for the Tuesday-Thursday time frame is: 7, 4, 1, 6, 6, 4, 5, 7, 5, 6. If there is a stockout, there's a 70% chance that a customer will just buy a different brand of oil. The other 30% of the time the sale is lost. When a sale is lost, not only does the grocer not get the profit margin, but there's also a penalty for disappointing a customer-disappoint a customer enough with stockouts of his or her favourite brand, and that customer is lost for life. Though it is hard to know exactly what the real penalty cost is, assume it is 50 cents for every</p>			

		lost sale. The product doesn't go "bad," so the cost of overstocking is the cost of any investment for the firm, which is approximately 15%/year of the money paid for the item.			
	a.	In terms of inventory related costs only, <b>Analyse</b> the optimal inventory policy, given the substitution effect listed?	6	Level 4	CO4
	b.	If you are materials management consultant <b>Recommend</b> some of the broad level suggestions, you would like to suggest the retailers.	6	Level 5	CO5
<b>Q. 2</b>		Answer <b>Any one</b> from the following.			
	a.	Imagine you run a very successful local landscaping company. You have grown as much as you can. <b>Determine</b> growth strategies are available to you? <b>Recommend</b> the suitable one?	6	Level 5	CO5
	b.	Three general types site location systems were discussed; one informal, a factor rating model, and regression-based model. <b>Assess</b> business conditions should each of these models be used?	6	Level 5	CO5
<b>Q. 3</b>		Answer <b>Any one</b> from the following.			
	a.	<b>Analyse</b> the essence behind a Service Profit Chain? How it can help business?	6	Level 4	CO4
	b.	When the line becomes long at some fast-food restaurants, an employee will walk along the line taking orders. <b>List</b> the benefits of this policy?	6	Level 4	CO4
<b>Q. 4</b>		Answer <b>Any two</b> from the following.			
	a.	<b>Construct</b> service recovery mechanism (flow diagram) for hospital. Identify Recovery Paradox in same?	6	Level 3	CO3
	b.	<b>Identify</b> scope for increasing Service Capacity utilization with respect to computer-based reservation system.	6	Level 3	CO3
	c.	<b>Identify</b> the risks associated with offshoring. Develop probable plan to minimize those risks.	6	Level 3	CO3
<b>Q. 5</b>		Answer <b>Any two</b> from the following.			
	a.	<b>Illustrate</b> the use of customer contact model or service process matrix in decision making?	6	Level 2	CO2
	b.	<b>Explain</b> the components of service package & <b>illustrate</b> service package offered by a restaurant of your choice?	6	Level 2	CO2
	c.	Technology has been playing a big role in most of the business functions. <b>Explain</b> the role of technology in services operations functions.	6	Level 2	CO2
<b>Q. 6</b>		Answer <b>Any two</b> from the following.			
	a.	In <b>what</b> ways are service sector inventory problems different from typical manufacturing inventory problems?	6	Level 1	CO1
	b.	Are you aware of some of the current challenges of the Service operations manager? <b>What</b> solution would you suggest based on your understanding?	6	Level 1	CO1
	c.	<b>What</b> are the various dimensions of Service Quality? Give suitable example for each one.	6	Level 1	CO1