

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Third Semester Regular Examination January - February 2024

Course Name:	Service Operations Management	Course Code	O-306
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	4	Date	02-02-2024

Course Outcome Statements:

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.

Instructions: -

Q. No 1 (All Questions are Compulsory)

Marks

BL

CO

Q. No.

Questions

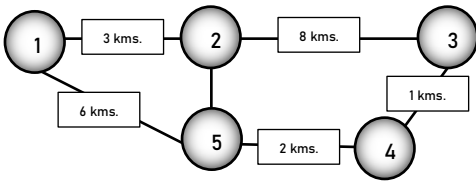
Q. 1

Case-Study

Gaps In Service Quality

Every year I do something for my birthday. Usually, I'd just have a small party at my house with my close friends. This year for my 18th birthday I wanted to do something different. I thought it would be neat if I would invite a bunch of my friends to go eat at a nice restaurant and then go out to afterwards. So, I started searching the web, looking for restaurants downtown and I stumbled upon a restaurant called 'Mambo' which is located in the Byward market. The website says "At Mambo, we'll try to bring forth the flavours, colours, and the spirit of the Latino culture in an updated manner and in an inviting, warm and inviting setting." Their menu looks good, with a lot of different choices. They also have a live band as well as some dancers, and on the website, it was mentioned that they can accommodate groups with up to 60 people. It sounds fun and entertaining and I thought it would be perfect for my birthday dinner.

I ended up calling the restaurant, trying to make a reservation for about 25 people. The woman on the phone was very friendly and answered all my questions. However, making a reservation for that many people had one, major disadvantage. She informed me that every person would have to spend at least \$35 and I would have to give her a credit card number to finalize the reservation. 35 bucks a person? I had never heard of something like that before. On top of that, she wanted to know the exact number of people. My friends and I are all still in school and not everyone can afford to spend that amount of money on a meal but for the woman that was

		<p>normal and she expected everyone to spend that much. Also, I personally don't have a credit card so I would have had to use my dad's but he wasn't up for that. And at this point in time, I obviously didn't know how many people were going show up. Basically, I was stuck and I told the woman I would call back later.</p> <p>I ended up talking to my mom about it and we both agreed that the expectations of 'Mambo' were high and that they made it complicated. Later that day, I called in to inform them that I wasn't going to make a reservation anymore.</p> <p>Instead, I found another restaurant called 'Stella', also located in the Byward market. Right away I was able to make reservations and they weren't complicated about it. Unlike 'Mambo' this restaurant did not have any of the entertainment features. However, it was on the fancy side but still affordable and the food was delicious as well. Overall, it was a good experience.</p>			
	a.	Analyse the above case and write down the types of service quality gaps?	6	Level 4	CO4
	b.	If you are a consultant for reducing the service quality gaps, what are your recommendations for the restaurant "Mambo". According to you was the lady at Mambo justified in her approach.	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	<p>Municipal Chief of a city is planning to have a fire extinguisher system in the city. Fire breakout cases are on rise and the existing fire extinguishing system is not sufficient. There are five main areas in the city with distances and routes given below:</p>  <p>Three models of site location systems are given below: a. Emergency Location Model; b. Factor Rating Model and c. Regression Based Model.</p> <p>Under the above given situation which site location model would you recommend to the Municipal Chief so as to enable him to take a decision after evaluating all the feasible location?</p>	6	Level 5	CO5
	b.	Imagine you are independently running a local food chain since last three years. Now, you wish to expand your food chain business. Choose appropriate strategies for expanding your business and justify your answer?	6	Level 5	CO5

Q. 3		Answer Any one from the following.			
	a.	Choose a management institution which is accredited by NAAC and its MBA program is accredited by NBA. It is perceived by the students that education imparted is of good quality however there are many processes which need to be worked upon to improve the perception of the students. Based on your understanding discover the process gaps and what all can be done to reduce the gaps.	6	Level 4	CO4
	b.	Many a times, the line becomes long at Toll Tax. As an service operations manager of the toll collecting company, simplify the process of collecting toll tax and ensure that the waiting time of the customers in the queue is reduced from the existing levels.	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	In an airline company, during one of the meetings for increasing the profit, one of the young managers suggested to have a standard formula for increasing the yield. Do you feel his suggestion can be applied for increasing the yield? Apply the concept of yield management to justify your answer. Which types of business can utilise the concept of yield management?	6	Level 3	CO3
	b.	It is heard that outsourcing and offshoring is associated with lot of risks, in spite of lot of risk involved, firms outsource and offshore their jobs. Identify strong reasons observed by them for outsourcing?	6	Level 3	CO3
	c.	Anil has taken the distributorship of a Pharma company since last two years. He is currently stocking the inventory based on weekly demand pattern. You have recently joined his company and you have observed that there are stockouts for some of the products and some of the products are lying in the stock for months. Identify the problem in hand with his inventory policy and apply your knowledge of inventory management for improving business performance? Please make assumptions where necessary.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	A hotel was running smoothly. However there were many service encounters where customer were not very happy. The owner of the hotel hired a consultant who suggested the application of service blueprinting for creating positive moments of truth. Was the suggestion of the consultant appropriate? Explain	6	Level 2	CO2
	b.	Illustrate your idea about service package? Relate this concept in a bank of your choice?	6	Level 2	CO2
	c.	It is said that the structure of a service firm changes as it grows. Compare the structure before growth and after growth.	6	Level 2	CO2

Q. 6	Answer Any two from the following.				
	a.	How service sector inventory problems are different from typical manufacturing inventory problems?	6	Level 1	CO1
	b.	With the changing behaviours of the customers, service operations managers are facing lot of challenges. Recall some of the challenges and support your answer with an example?	6	Level 1	CO1
	c.	What are the different service characteristics, a service operations manager must know to formulate service operations strategies?	6	Level 1	CO1