

VPM's
DR VN BRIMS, Thane
Programme: MMS (2015-17) (Operations)
Fourth Semester Examination April 2017

Subject	Services Operations Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	12.04.2017

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Alton Towers

Alton Towers is an award winning theme park in the UK, with over 100 rides and attractions aimed at every member of the family. Alton Towers' mission is to 'Create magic for everyone' by providing an inclusive package of magnificent surroundings, historic heritage, fun and fantasy to suit all ages and tastes.

The park is perhaps best known for its white-knuckle rides, such as the Runaway, Mine Train, Corkscrew, Black Hole, Nemesis and Oblivion, Oblivion for example, was the world's first vertical drop roller-coaster. The ride lasts 160 seconds and reaches speeds up to 100 kph while pulling a G-force of 4.5 NASA astronauts only experience 3G at take-off!

The park is open from March to November. Demand peaks at about 60,000 visitors on Easter Bank Holiday Monday and usually runs at about 35,000 throughout the summer. The busiest times are usually during the week Fridays and Saturdays during the peak season tend to be relatively quiet. The various activities in the park reach peak demand at different times. The peak time at the gate is 10:30 to 11.00am and for the restaurants is 12:30 to 1.00pm. The major rides are very busy all day, with queues reaching their longest in the early afternoon

Alton Towers employs around 350 full-time and 1,200 seasonal staff. The majority of staff lives within a 30-kilometre radius. To help cope with unexpected fluctuations in demand, a pool of staff is available for work at short notice. Most of the operators are trained to operate several rides.

Alton Towers provides comprehensive information on its web sites about when the park will be busy and encourages visitors to pre-plan their visit. It is possible to obtain fast-track tickets for the most popular rides, which offer visitors an allocated time slot. This means that the times spent physically waiting is much reduced. These tickets can be purchased in advance for a small fee.

Questions:

- 1) Which capacity strategies are used at Alton Towers?
- 2) What are the implications of its choices?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the key challenges faced by the services operations manager in today's business environment.
- b) What are the main benefits of outsourcing? Which activities should a firm NOT outsource? Explain with an example.
- c) Services are delineated into three different categories: Demand-sensitive, Delivered Services and Quasi-manufacturing services. Explain each of these with example.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Select one service organization and define its service concept and level of focus.
- b) How does classification of services help industry or business in any way. What are some of the benefits of classifying?

c) How would a fast restaurant manage its manpower requirement during peak and non peak hours? Do you feel there is a lot of uncertainty?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a) What are the resources required for developing customer relationships?

b) Do you think operational complexity both fascinates and frustrates managers? Justify.

c) How according to you a hospital would think of main capacity management plan and how might they implement?

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a) What are some of the critical factors for success in a service business?

b) Which location can be considered good for a quick services restaurant?

c) What factors are important for a manager to consider when attempting enhancing a service firm's image?

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a) What are the factors which influence service facility location?

b) Service gap analysis is important from business perspective. What according to you helps business understanding the services gaps? Give an example of one of the gaps and explain.

c) With growth of internet and online business model customer are not coming in contact with the services provider directly. What according to you could be the implications to business in future?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

Write short notes on any two:

a) Services Vs manufacturing inventory

b) Characteristics of services

c) Capacity Strategies