

VPM's
DR VN BRIMS, Thane
Programme: MMS (2016-18) (Operations)
Third Semester Examination October 2017

Subject	Service Operations Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	27.10.2017

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

Q1) 20 Marks (Compulsory)

Holiday Inn

Holiday Inn claims to be the world's most Global hotel company and has created several different business standards for a number of identified market segments. Our continued focus on guest preferences has resulted in the development of range of brands of the international market providing a variety of services, amenities and lodging experiences catering to virtually every travel location and guest need.

Thus the service concept at Holiday Inn Express hotels focuses on value for money, offering competitive rates and limited services in that both leisure and business travelers. Holiday Inn Express provides for example a free Continental breakfast bar, rather than table services, which reduce cost but meets the needs of guests wishing a light and fast breakfast. Holiday Inn Stay bridge Suites focus on the long stay guest providing a variety of Suites (from studio several bedroom) together with a variety of onsite services such as laundry room, library and breakfast rooms. Crowne Plaza Hotels and Resorts provide upscale lodging to international roaming Travelers and the recently acquired Inter-Continental hotels focus on providing 5 star services and facilities.

Questions:

1. Summarize what you consider to be the concept of holiday in different businesses. (10 Marks)
2. Assess the type of focus of each of them. (10 Marks)

Attempt Any FOUR from the Remaining SIX Questions

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

- a) Describe the service experience and outcomes for a fast food restaurant, doctor's surgery and Internet based fashion clothing retailer. Compare and contrast the service of these three organizations.
- b) Select a service organization and identify the key back office and front office tasks. What activities have most impact on outcomes and experience? Good any task move from one area to the other and what would be the implications
- c) The "Customer Contact Model" and the "Service Process Matrix" may be true, but how can they be used in managerial decision making?

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

- a) How does the service concept differ from the operating strategy? How might the structure of a service firm change as it grows?
- b) With Internet access the customers may have greater access through a website to people who previously might have worked in back office functions. On the other hand customer no longer sees the people with whom they are dealing. What are the implications of this for your organization?
- c) In what ways are service location decisions different from manufacturing location decisions? Services are delineated into three different categories: demand-sensitive services, delivered services, and quasi-manufacturing services. Why?

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

- a) Managing capacity in services operations has been a challenge. There is a lot of complexity when it comes to demand flow. Please comment on the statement with an example of your choice.
- 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) Briefly discuss the issues involved in the implementation of yield management systems. How can these issues be resolved?

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

- a) In what ways are service sector inventory problems different from typical manufacturing inventory problems?
- b) Due to long lead times, fashion goods must usually be purchased by retail stores long before the season begins, and quite often cannot be ordered again during the season. For a fashion dress, the predicted average sales are 5000 dresses per store. The sales are normally distributed with standard deviation of 1500. The dresses cost \$40 and can be sold for \$120. Unsold dresses can be sold at the end of the season to discount stores for \$10. How many should be ordered?
- c) People management in services is becoming central concern for strategic operations manager. In what ways can they enable human resources to make a strategically important contribution to the business?

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

- a) Why firm's off-shoring service works? What are the risks involved in off-shoring?
- b) What are the main benefits of outsourcing? What activities should a firm not outsource?
- c) There are three stores A, B, and C, in a locality. The travel time for a customer from this locality to each of these stores are 10 minutes, 30 minutes and 20 minutes respectively. What are the probabilities of the customer visiting these stores? Use gravity model.

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

- a) Services are more difficult to measure and monitor than manufacturing processes. Why? What are the main issues being faced by service businesses?
- b) Describe the last time you were in a queue. Apply the principles of queuing to assess your waiting experience.
- c) What is a "Gap" in service quality? How can a company utilize SERVQUAL to improve its service quality?