

VPM's
DR VN BRIMS, Thane
Programme: MMS (2023-25)
Third Semester Regular Examination December 2024

Course Name:	Service Operations Management	Course Code	O306		
Roll No.		Marks	60		
Total No. of Questions	6	Duration	3 Hours		
Total No. of printed pages		Date	05-12-2024		
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: -			Marks	BL	CO
Q. No 1 (All Questions are Compulsory)					
Q. No.		Questions			
Q. 1		Case/Case-let Study (500-800 words)			
		<p style="text-align: center;"><u>Streamlining Operations at MediCare Clinic</u></p> <p>Medicare Clinic is a growing multi-specialty healthcare provider located in an urban area. It offers outpatient services for general health, specialized care, and minor surgeries. Medicare prides itself on providing patient-centred care and has proliferated over the past few years. However, the rapid expansion has caused various operational issues, particularly patient flow, appointment scheduling, and healthcare staff management.</p> <p>The clinic offers various services, including general consultations, diagnostic tests, physiotherapy, and preventive health check-ups. Patients can either walk-in or schedule an appointment. However, despite offering a wide range of services, Medicare faces challenges in maintaining service quality and ensuring efficient operations. Some of the key issues include the following:</p> <ol style="list-style-type: none"> 1. Long Wait Times: Patients, even those with appointments, often experience long wait times. There are frequent complaints about delays in consultations, especially during peak hours. Some patients have reported waiting over an hour past their scheduled time. 2. Inefficient Appointment Scheduling System: MediCare's current appointment system is manual, leading to double bookings or gaps in the schedule. This results in either overburdened doctors or idle staff. The manual system also makes it difficult for the clinic to predict and manage daily patient load. 3. Staff Overload and Turnover: The clinic's staff, particularly nurses and administrative personnel, often feel overwhelmed, especially when handling multiple walk-ins and scheduled patients simultaneously. This has led to high turnover rates and low staff morale, further exacerbating inefficiencies. 4. Inconsistent Patient Experience: While MediCare's medical care is well-regarded, the overall patient experience is inconsistent. Some patients report excellent service, while others express frustration 			

		with long waits, rushed consultations, or difficulties getting follow-up appointments. 5. Resource Utilization and Cost Management: The clinic has invested heavily in medical equipment and technology, but these resources are not being utilized to their full potential. Some diagnostic machines sit idle for hours due to poor coordination between departments.			
	a.	Analyze the main operational challenges facing Medicare Clinic, and how do they affect patient satisfaction and operational efficiency?	3	Level 4	CO4
	b.	Analyze the possibility of Medicare balancing the need for walk-in and appointment-based patients without compromising service quality?	3	Level 4	CO4
	c.	Explain the role that digital tools play in improving MediCare's service operations?	3	Level 5	CO5
	d.	Appraise how should MediCare approach capacity management to handle fluctuations in patient volume, particularly during peak times?	3	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	Decide appropriate strategies for matching service capacity with fluctuating demand considering techniques like reservation systems, flexible staffing, and outsourcing.	6	Level 5	CO5
	b.	Do you believe that service organization improve its productivity without compromising service quality? Justify???	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	Examine how performance management contribute to continuous improvement in services?	6	Level 4	CO4
	b.	Explain how managers ensure they are capturing the true customer experience keeping in mind the challenges of measuring performance in a service business?	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	Identify reasons as to why capacity management is often more challenging in services than in manufacturing?	6	Level 3	CO3
	b.	Identify operational considerations must be addressed when offshoring service functions?	6	Level 3	CO3
	c.	Illustrate the risks involved in outsourcing critical service functions and ways to mitigate these risks.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Compare how inventory in services different from inventory in manufacturing?	6	Level 2	CO2
	b.	Explain the difference between outsourcing and offshoring in service operations.	6	Level 2	CO2
	c.	Explain how should an operations manager approach quality management in service factory and service shop?	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Recall the concept of perishability in services with a suitable example	6	Level 1	CO1
	b.	What are the implications of inseparability in service operations.	6	Level 1	CO1
	c.	Which are some of the important factors that influence site selection for a service business and provide examples of industries where proximity to competitors is advantageous.	6	Level 1	CO1