VPM's
DR VN BRIMS, Thane
Programme: MMS (2024-26)
Third Semester Regular Examination November 2025

Course Name:	**Service Operations Management**	**Course Code**	**MMS-O307**
Roll No.		**Marks**	**30**
Total No. of Questions	3	**Duration**	**1 Hour**
Total No. of printed pages	3	**Date**	**12.11.2025**

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 / Answer the following			
		<u>Singapore General Hospital (SGH)</u> The SGH is the country's largest acute tertiary care hospital. It has a total of 1,612 beds and 22 clinical departments providing a comprehensive range of medical services. The hospital employs around 5,500 staff, from clinical and research directors to hospital attendants. SGH is structured as a private limited company for flexibility of operations, but is a not-for-profit organisation owned by the Government of Singapore. The hospital's mission is to provide excellence in healthcare through cost-effective methods for the benefit of the patient, community and staff. Lawrence Lim is the hospital's chief executive officer and he explains how it delivers its mission: The hospital has three 'pillars' supporting our mission statement. Service, that is taking care of our patients, is our number one priority. The second pillar is teaching and nurturing the next generations of care-givers, doctors, nurses, physiotherapists etc. and the third area is undertaking clinical research to expand our knowledge and skills in medical science. In terms of service, we aim to offer our patients 'best outcome, best experience'. We want to provide the best outcome by providing the best clinical care. I know people do not wish to come to a hospital, but if they have to, we want to provide them with the best experience possible. This idea was derived and drawn up by the doctors and administrators together and provides a common purpose, mindset and language that permeate the whole hospital. There are four key principles underlying this:			

		• assure best outcomes (i.e. clinical quality) • create seamless service (i.e. operation quality) • build relationships • delight with personalised care (i.e. service quality) We have a quality council comprising doctors and administrators that come together to chart the strategies and programmes for quality in the hospital. They discuss clinical quality, which has to do with getting doctors, nurses, physiotherapists etc. to produce the best outcome for the patient. We also talk about operational quality, that is how we move a patient around and how we organise our services around the patient. These activities mainly concern operational processes, which we try to 'engineer' in order to create a seamless service for the patient. We are also concerned with service quality, which is about the individual; building a relationship with the patients and showing that we care. From the patients' perspective all these three types of quality i.e. clinical, operational and service, are intertwined but we need to ensure that our staff are focused on all of them too. We have worked with all the different people in the hospital to try to get everybody to think how they can improve the service. We get them to think about communication skills, even grooming, dress and body language. We are a government hospital and people's concept of a government hospital in the past is that it is bureaucratic, officious and slow to respond. I always tell my staff, lets surprise the patient!			
	a.	'I always tell my staff, lets surprise the patient!' – justify this statement with valid reasons	**5**	**Level 5**	**CO5**
	b.	Appraise various approaches deployed by SGH to attain excellence in healthcare service through cost effective methods. Recommend similar approaches in an industry sector of your choice.	**5**	**Level 5**	**CO5**
Q. 2		Answer the following			
a	**i**	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.	**5**	**Level 4**	**CO4**
	ii	Develop a strategy for increasing the business revenue in an airline industry where you have a constrain of increasing the airplane capacity.	**5**	**Level 3**	**CO3**
		Or			
b	**i.**	Indian Railway has been continuously working on improving the customer experience. However inspite of using automatic ticket vending machines, technology driven apps there are still queues on suburban stations. Analyse the above situation and make inferences to support your statements.	**5**	**Level 4**	**CO4**

	ii	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?	**5**	**Level 3**	**CO3**
Q. 3		Answer the following			
a	**i**	Explain the concept of inventory management in services.	**5**	**Level 2**	**CO2**
	ii	What are the implications of inseparability in service operations.	**5**	**Level 1**	**CO1**
Or					
b	**i.**	Illustrate your idea about service package? Relate this concept in a bank of your choice?	**5**	**Level 2**	**CO2**
	ii	What are some of the current challenges faced by Service operations manager?	**5**	**Level 1**	**CO1**