PRESIDENCY UNIVERSITY
BENGALURU

SCHOOL OF MANAGEMENT

MID TERM EXAMINATIONS

Sem & AY: Odd Sem 2019-20

Course Code: OPS 201

Course Name: SERVICES OPERATIONS MANAGEMENT

Program & Sem: MBA & III

Date: 18.10.2019

Time: 2.00 PM to 3.30 PM

Max Marks: 40

Weightage: 20%

Instructions:

(i) *Be Specific and to the Point. Draw the Diagrams Wherever Necessary.*

(ii) *Answer with conceptual diagram and bullet points.*

Part A (Memory Recall Questions)

Answer all the Questions. Each Question carries five marks. (3Qx5M=15M)

1. Defineat least Five Dos of Service Operations Management. (C.O.NO.1) [Knowledge]

2. Name the Five Important Characteristics of Service. (C.O.NO.1) [Knowledge]

3. List Five Major Challenges of Service Operations Management. (C.O.NO.1) [Knowledge]

Part B (Thought Provoking Questions)

Answer all the Questions. Each Question carries five marks. (3Qx5M=15M)

4. According to the Article "Understanding Customer Delight and Outrage":

• Explain when and why a customer feel 'Satisfied', 'Delighted' or 'Outraged' after receiving a service and what a service provider should do to avoid customer outrage.

(C.O.NO.2) [Comprehension]

5. According to the Article "SERVQUAL and Model Service Quality Gaps":

• Explain how an organization can use SERVQUAL instrument to improve its service delivery process?

(C.O.NO.2) [Comprehension]

6. According to the HBR Article "The Four Things a Service Business Must Get Right":
* Outline the critical elements that a service business must get right?

(C.O.NO.2) [Comprehension]

Part C (Problem Solving Questions)

Answer any one Question. The Question carries ten marks.   **(1Qx10M=10M)**

7. After attending the classes of Service Operation Management, you decided to start your own business. You observed that the Gated Community of North Bangalore is growing at a rapid rate and opening new new opportunities for services. You decided to start a business of Supplying Fresh Green and Leafy Vegetables, Poultry Products (Eggs and Chickens), Red Meats and other essential grocery items to the Gated Community of North Yelahanka Specifically for the Residents of PMC, NCC Meadows, Unitech, Ramky One, North One, Prestige Royal Residents and Others on Doddaballapur Road, Bangalore 560064.
* Elicit the Requirements and Draw the Systems View Diagram oftheProposed Service Delivery Business to Create Superior Customers' Experience.

(C.O.NO.2) [Application]

OR

8. Use service blue printing or process mapping to describe the operations of
* McDonald's restaurant when a customer is served.
* A customer checks into a hotel for the night and leaves the next morning

You may use either process mapping or service blueprinting. Do not write a description. Finally describe in a few words (50 words or less – you may use bullet points) how you would improve the customer experience for the hotel service (7b) where a customer checks in for the night and leaves the next morning.

(C.O.NO.2) [Application]

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SCHOOL OF MANAGEMENT

Semester: Odd Semester

Course Code: OPS 201

Course Name: Service Operations Management

Program & Sem: MBA III Semester

Date: 18.10.2019

Time: 90 Min

Max Marks: 40

Weightage: 20%

Extract of question distribution [outcome wise & level wise]

| Q.NO.	C.O.NO	Unit/Module Number/Unit /Module Title	Memory recall type [Marks allotted] Bloom's Levels — K	Thought provoking type [Marks allotted] Bloom's Levels — C	Problem Solving type [Marks allotted] — A	Total Marks
1	I	Unit 1: Fundamentals of Service Operations Management	5			
2	I		5			
3	I		5			
4	II			5		
5	II			5		
6	II			5		
7	II				10	
8	II				10	
	Total Marks		15	15	10	40

K =Knowledge Level   C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines.

Reviewer's Comments:
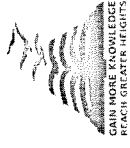
PRESIDENCY UNIVERSITY
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SCHOOL OF MANAGEMENT

MID TERM – SOLUTION KEY

Semester: Odd Semester 2019

Course Code: OPS201

Course Name: Service Operations Management

Programme & Sem: MBA III Semester

Date: 18 October 2019

Time: 90 Minutes

Max Marks: 40

Weightage: 20%

Part A (Remembering Questions)

(3Q x5M = 15Marks)

Q No	Solution	Scheme of Marking	Course Outcome No. as per the Handout	Bloom's Level	Learning Objective No. as per Handout	Max. Time required for each Question
1	Define at least Five Dos of Service Operations Management.	5 Marks	(C.O.# 1) [Knowledge]	1	1	5 Min

Six Dos of Service Operations Management

<u>Elicitation of Requirements and Execution</u> of the Activities those Would Be Required to Perform to Deliver a Stated Service.

1. Elicit = Elicit Customers' Requirements & Expectations (CE).
2. Develop = Develop Process to Fulfil Customers' Requirements.
3. Execute = Perform Required Process (Tasks) to Deliver the Desired (Expressed and Expected) Service Outcomes.
4. Collect = Collect Customers' Feedback and Experience.
5. Find = Was CX > CE, CX = CE, or CX < Stated Outcomes
6. Redesign = Redesign the Processes and Retrain the Service Personnel to Eliminate Execution Gaps.   C X = Customers' Experience   C E = Customers' Expectations

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2	Name the Five Important Characteristics of Service.	5 Marks	(C.O.# 1) [Knowledge]	1		1	5 Min

6 Distinctive Characteristics of Service

3	List Five Major Challenges of Service Operations Management.	5 Marks	(C.O.#1) [Knowledge]	1	2	5 Min

7 Major Challenges of Service Operations Management

1. Elicitation of Customers' Requirements

2. Articulation of Customers' Requirements

3. Developing Standard Operation Procedures (SOP) for Tailoring of Service Operations for Satisfying Heterogeneous Customers' Requirements

4. Developing Procedures for Handling Variable Arrivals with Fixed Service Delivery Capacity

5. Designing the Best-Fit Service Delivery Process

6. Developing Required Capability of Delivering Uniform Service by All Service Personnel

7. Continuous Measuring and Monitoring Customers' Experience for All the Offerings

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Part B (Thought Provoking Questions)   (3Q x 5M = 15Marks)

Q No	Solution	Scheme of Marking	Course Outcome No. as per the Handout	Bloom's Level	Learning Objective No. as per Handout	Max. Time required for each Question
4	According to the Article "Understanding Customer Delight and Outrage". Explain when and why a customer feel 'Satisfied', 'Delighted' or 'Outraged' after receiving a service and what a service provider should do to avoid customer outrage. (Diagram and Bullet Points Only)	5 Marks	(C.O.# 2) [Comprehension]	2	3	10 Min

Customers' Satisfaction, Delight and Outrage
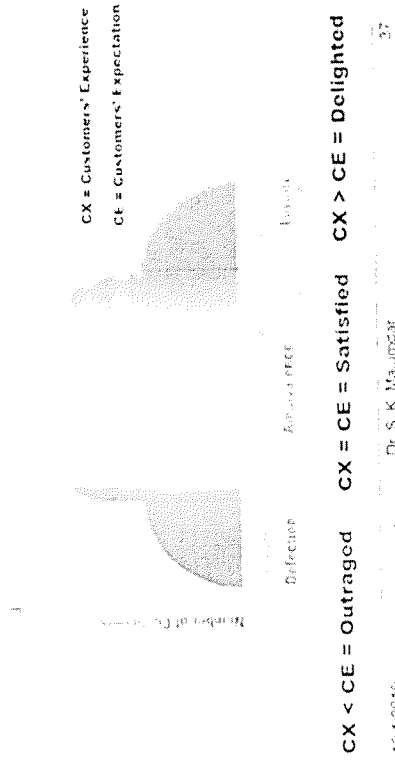
CX = Customers' Experience
CE = Customers' Expectation

CX < CE = Outraged   CX = CE = Satisfied   CX > CE = Delighted

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| 5 | According to the Article "SERVQUAL and Model Service Quality Gaps". Explain how an organization can use SERVQUAL instrument to improve its service delivery process? (Diagram and Bullet Points Only) | 5 Marks | (C.O.# 2) [Comprehension] | 2 | 2 | 10 Min |

SERVQUAL Model

Word-of-Mouth
Communications

Personal Needs

Past Experience

Customer

Gap 5

Expected Service

Perceived Service

Gap 1

Service Delivery

Gap 4

Gap 3

Service Quality
Specifications

Provider

Gap 2

Management Perceptions of
Customer Expectations

External
Communications
to Customers

Note: Minimize the Gaps to Maximize Service Quality = Maximize CX

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| 6 | According to the HBR Article "The Four Things a Service Business Must Get Right". Outline the critical elements that a service business must get right? (Bullet Points Only) | 5 Marks | 2 | 3 | 10 Min |
| | | (C.O.# 2) [Comprehension] | | | |

Explain each of these 4 Points. No explanation should exceed more than two sentences.

- The Offerings
- Business Strategy
- Employee Management System
- Customer Management System

Part C (Problem Solving Questions) Answer Any One

(1Q x 10M = 10Marks)

Q No	Solution	Scheme of Marking	Course Outcome No. as per the Handout	Bloom's Level	Learning Objective No. as per Handout	Max. Time required for each Question
7	After attending the classes of Service Operation Management, you decided to start your own business. You observed that the Gated Community of North Bangalore is growing at a rapid rate and opening new opportunities for services. You decided to start a business of Supplying Fresh Green and Leafy Vegetables, Poultry Products (Eggs and Chickens), Red Meats and other essential grocery items to the Gated Community of North Yelahanka Specifically for the Residents of PMC, NCC Meadows, Unitech, Ramky One, North One, Prestige Royal Residents and Others on Doddaballapur Road, Bangalore 560064. Elicit the Requirements and Draw the Systems View Diagram of the Proposed Service Delivery Business to Create Superior Customers' Experience. (Conceptual Diagram and Bullet Points Only)	10 Marks	(C.O. # 2) [Application]	3	4	15 Min

System View of Proposed Service Operations

Business is to Supply Fresh Vegetable, Eggs, Meat and Other Grocery Items .
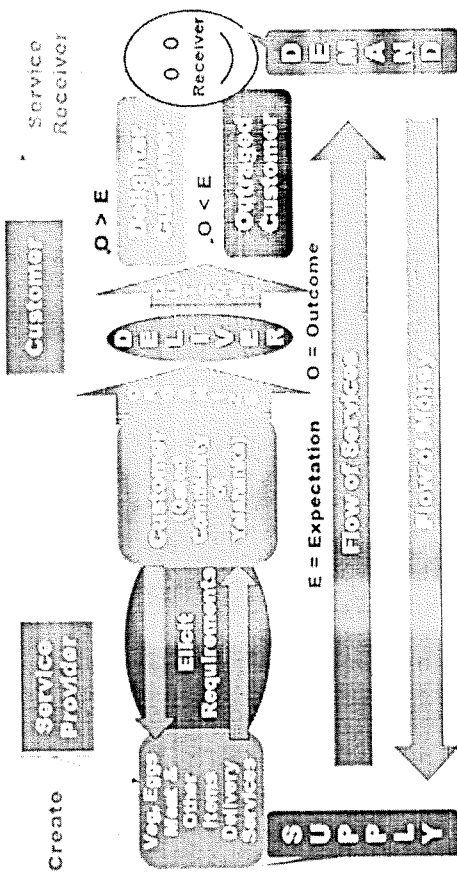
Application Solution

Elicitation of Requirement:

- The Proposed Business = Delivery Service
- The Offerings (Products) are delivery of:
  - Fresh Green Packed Vegetables
  - Cleaned and Processed Chicken (Leg Pitches, Breast Pitches, Tandoor Chicken etc.)
  - Packed Eggs (Different Sizes and Packs)
  - Cleaned and Packed Red Meat (250 G, 500 G or 1 KG etc.)
  - At Customers' Doorstep According to their Order(s).
- You Need to Understand the Followings:
  - Target Customers Expectations (Residents of Gated Community)
  - Product Characteristics and Sensitivity (Perishable Products)
- You Need to Design following Systems/ Processes for:
  - Order Receiving System (Phone/ Online /Mobile Apps)
  - Payment Collection System (Cash on Delivery/ Card Card)
  - Product Delivery System
  - Product Procurement Systems the Farmers and Producers
  - Product Packaging System
  - Pricing System
  - Customers Feedback Collection System
  - Service Operations Management Systems

Delivery Services of Fresh Vegetables, Eggs, Meats and other Grocery Items

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8	Use service blue printing or process mapping to describe the operations of
- McDonald's restaurant when a customer is served.
  - A customer checks into a hotel for the night and leaves the next morning

You may use either process mapping or service blueprinting. Do not write a description. Finally describe in a few words (50 words or less – you may use bullet points) how you would improve the customer experience for the hotel service (7b) where a customer checks in for the night and leaves the next morning

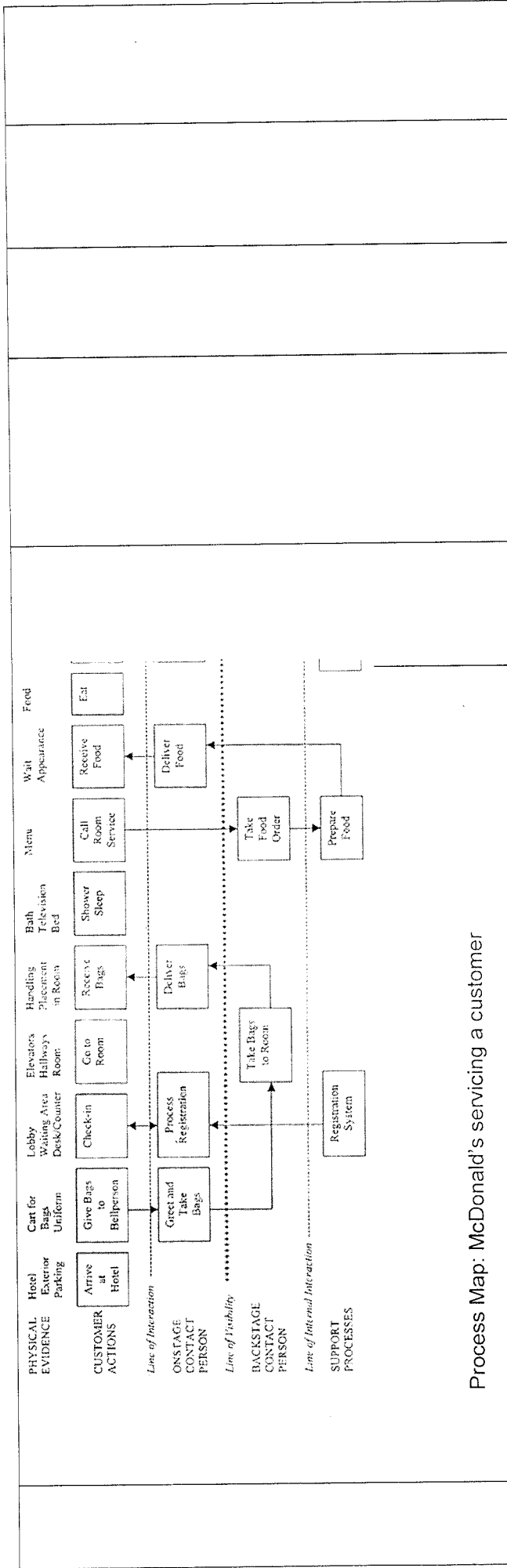Service Blue Print Hotel Check in Process | 10 Marks | (C.O.# 2) [Application] | 3 | 4 | 15 Min | |

PHYSICAL EVIDENCE	Hotel Exterior Parking	Cart for Bags Uniform	Lobby Waiting Area Desk/Counter	Elevators Hallways Room	Handling Placement in Room	Bath Television Bed	Menu	Wait Appearance	Food

CUSTOMER ACTIONS: Arrive at Hotel | Give Bags to Bellperson | Check-in | Go to Room | Receive Bags | Shower Sleep | Call Room Service | Receive Food | Eat

Line of Interaction

ONSTAGE CONTACT PERSON: Greet and Take Bags | Process Registration | | Deliver Bags | | Take Food Order | Deliver Food

Line of Visibility

BACKSTAGE CONTACT PERSON: Take Bags to Room | | Prepare Food

Line of Internal Interaction

SUPPORT PROCESSES: Registration System

Process Map: McDonald's servicing a customer

*** Good Luck ***

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BENGALURU

SCHOOL OF MANAGEMENT

END TERM FINAL EXAMINATION

Semester: Odd Semester: 2019-20   **Date**: 28 December 2019

Course Code: OPS 201   **Time**: 1:00 PM to 4:00 PM

Course Name: SERVICE OPERATIONS MANAGEMENT   **Max Marks**: 80

Program & Sem: MBA & III   **Weightage**: 40%

Instructions:
   (i)   Be Specific and to the Point. Draw the Diagrams Wherever Necessary.

Part A [Memory Recall Questions]

Answer all the Questions. Each Question carries 5 marks.   **(6Qx5M=30M)**

1. Name the 5 D's of Service Operations Management.   (C.O.No.1) [Knowledge]
2. State the 5 Keys of Building a Service Blueprint   .   (C.O.No.1) [Knowledge]
3. Explain the 5Key Reasons for Poor Customers' Experience (CX)   (C.O.No.2) [Comprehension]
4. Show the 5 Types of Variability in Service Operations   (C.O.No.3) [Application]
5. Explain the Sandcone Model of Service Improvement   (C.O.No.4) [Knowledge]
6. Outline the 5 Things that Service Operations Management Must Get Right.

       (C.O.No.5) [Comprehension]

Part B [Thought Provoking Questions]

Answer both the Questions. Each Question carries 10 marks.   **(2Qx10M=20M)**

7. According to the HBR Case "Banihana of Tokyo":   (C.O.No.4) [Application]

     a) Write the four salient features of Banihana's Service Operation Design.   [4 M]

     b) Explain why others could not replicate Banihana's success.   [3 M]

     c) Explain why Banihana of Tokyo offers only 4 food items   [3 M]

8. According to the HBR Case "The Ritz Carlton Hotel Company":

(C.O.No.4) [Application]

   a) Show the four Key indicators of success of Ritz Carlton? [3 M]

   b) Explain why location is important for Ritz Carlton Hotel? [2 M]

   c) Write the five Key Service Quality Indicators of Ritz Carlton? [5 M]

Part C (Problem Solving Questions)

Answer both the Questions. Each Question carries 15 marks. **(2Qx15M=30M)**

This section is application of the Service Designing Technique - Service Blueprinting (Block Diagrams of Service Operations of any Service). Next paragraph describes the service operations of an organisation.

Situation:

Mr. Rahul bought a Mobile Phone from Flipkart and Mr. Vyshan went to RMZ Mall, New Town, Yelahanka to buy a TV, and parked his car to the Car Parking Service Centre of RMZ Mall.

9. Draw the Service Blueprint Diagrams of Flipkart's Sales Operations. (C.O.No.5) [Application]

10. Draw the Service Blueprint Diagrams of RMZ Mall's Car Parking. (C.O.No.5) [Application]

SCHOOL OF MANAGEMENT

END TERM FINAL EXAMINATION – SOLUTION KEY

Semester: Odd Semester 2019-20 **Date**: 28 Dec 2019

Course Code: OPS 201 **Time**: 1:00 PM – 4:00 PM

Course Name: Service Operations Management **Max Marks**: 80

Program & Sem: MBA & III **Weightage**: 40%

Extract of question distribution [outcome wise & level wise]

Q.NO.	C.O.NO	Unit/Module Number/Unit /Module Title	Memory Recall type [Marks allotted] Bloom's Levels	Thought Provoking type [Marks allotted] Bloom's Levels	Problem Solving type [Marks allotted]	Total Marks
			K	C	A	
1	4	6	5			5
2	3	6	5			5
3	3	6		5		5
4	3	6		5		5
5	3	6		5		5
6	3	7		5		5
7	4	7		10		10
8	3	7		10		10
9	4	7			15	15
10	4	7			15	15

	Total Marks											80

K =Knowledge Level   C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

Annexure- II: Format of Answer Scheme

SCHOOL OF MANAGEMENT

END TERM FINAL EXAMINATION

SOLUTION KEY

Semeseter: Odd Semester 2019-2020

Course Code: OPS 201

Course Name: Service Operations Management

Program & Sem: MBA & III

Date: 28 Dec 2019

Time: 1:00 PM – 4:00 PM
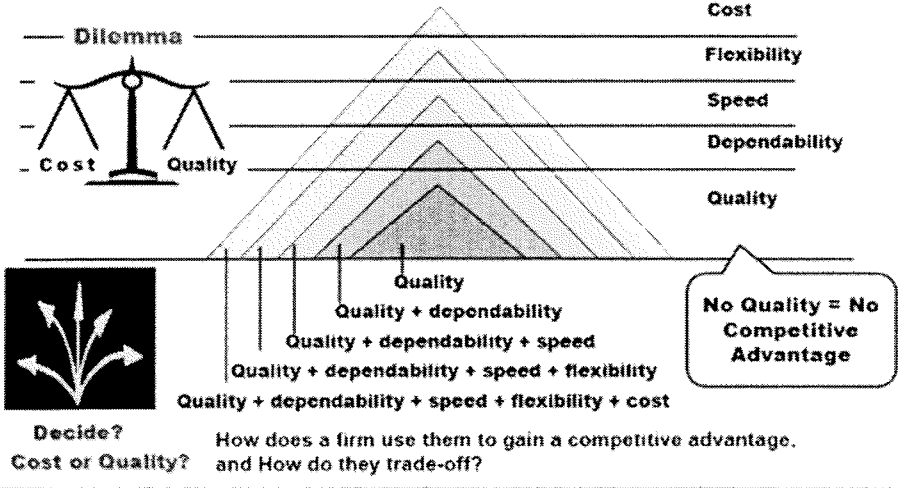
Max Marks: 80

Weightage: 40%

Part A (6Q x 5M = 30Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	1. Design: Decide the Blueprint (Activities and Sequences = Work Flow) of Service Operations 2. Develop: Develop the Contents and Facilities of Service Operations 3. Deploy: Deploy Resources (Material + Service Execution Personnel) Required for the Operations 4. Delivery: Engage and Execute the Service Operations 5. Delight: Deliver Superior Value and Customers' Experience	5	5 Min
2	1. Identify the customer or customer segment. 2. Map the process from the customer's point of view. 3. Map contact employee actions, onstage backstage and technological actions. 4. Link contact activities to the needed support functions. 5. Add evidence of service at each customer action step.	5	10 Min

3	1. Wrong Customer Expectations 2. Unmet Expectation 3. Poor Service Design 4. Wrong Deployment and Handling of Service Operations 5. Poor Monitoring and Controlling of Service Operations	5	10 Min
4	1. Arrival Variability 2. Request Variability 3. Capability Variability 4. Effort Variability 5. Preference Variability	5	5 Min
5		5	10 Min
6	1. The Offerings (What & Why?) 2. Business Strategy (Goal & Action Plan) 3. Employee Management System 4. Customer Management System (CX) 5. Service Design, Execution and Administration	5	5 Min

The Sandcone Model of Service Improvement
Cost reduction relies on a cumulative foundation of improvement in the other performance objectives

Q No	Solution	Scheme of Marking	Max. Time required for each Question
7 i	1. Selected Offerings: only four food items – steak, filet mignon and shrimp - could be either single or combinations plus additions like bean sprouts, zucchini, fresh mushrooms, onions and rice. 2. Specially designed Dining Area: Teppanyaki table consisted of gas-fired steel griddle plate with 9.5 inch bordering to hold customers' plates and silverware.Above every table was an exhaust hood to remove cooking steam and odors and heat from griddle. 3. Dinning Capacity: Specially arranged 14 Teppanyaki tables. Each Table accommodates eight dinners at a time. 4. Service Operations: Service is provided by a team of a chef and a waitress. Each team handles only 2 regular tables.	4	5 Min
7 ii	1. The walls, ceilings, beams artifacts, and decorative lights of Benihana are from Japan. The chefs and other supporting staff are from Japan. Getting Japanese chef and replicating Japanese style of cooking and serving food was very difficult.	3	5 Min
7 iii	1. Benihana of Tokyo's philosophy is cook food in front of customers and serve as hot. Limited Offerings keeps the serving cycle time (cooking + serving + eating time) short and limited variability and increases equality of service. 2. Lesser the offerings, lesser are the options. Lesser the options are it is easier to control. Helps to procure best and precise quantity of raw meat and shrimps. 3. Easy to manage limited numbers rather than larger variety.	3	5 Min
8 i	1. High Occupancy Rate and High Service Quality. 2. Higher Average Daily Rate (ADR) 3. Higher Revenue Per Available Rooms (RevPAR) Details are on Page 3-5 and Exhibit 2	3	5 Min
8 ii	Ritz's target customers are top and middle level corporate executives. It must be located closer to corporate offices as well as easy accessibility to Airports and other Entertainment facilities.	2	5 Min
8 iii	1. Service Mannerisms (warm Welcome / Check-In. Service with Smile 2. Assigning and Guest Rooms Conditions 3. Housekeeping 4. Hotel Cleanliness 5. Problem Resolution	5	5 Min

Q No	Solution	Scheme of Marking	Ma Tin requi for e Ques
		30	10 M
		30	10 Mi