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**Presidency University**

**Bengaluru**

**School of Management**

**Make-up Examination July 2024**

**Date**: 01 JULY 2024

**Time**: 9:30am – 12:30pm

**Max Marks**: 100

**Weightage**: 50%

**Semester**: III

**Course Code**: MBA4028

**Course Name**: Services Operations Management

**Department:** SOM

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Do not write any information on the question paper other than roll number.*
3. *Question paper consists of 3 parts.*

**PART A**

**Answer any 10 Questions. Each question carries 3 marks. (10Qx 3M= 30)**

1. Explain the important characteristics of services.(CO:01,Knowledge)
2. Discuss in detail the sources of service sector growth.(CO:02,Knowledge)
3. Distinguish between Goods and Services with an example (CO:01,Knowledge)

1. What is a service process matrix(CO:03,Knowledge)
2. Compare explicit and implicit service (CO:02,Knowledge)

1. What do you mean by Customer Value Equation (CO:02,Knowledge)
2. Define Service Quality? (CO:01,Knowledge)
3. What is SERVQUAL (CO:03,Knowledge)
4. Give features of Service guarantee(CO:02,Knowledge)
5. What do you understand by the term service scspe ?(CO:01,Knowledge)
6. List various service location techniques?(CO:04,Knowledge)
7. Explain divergent in services ?(CO:01,Knowledge)

PART B

Answer any 4 Questions. Each question carries 10 marks. (4Qx 10M= 40)

1. Explain the components of Service package for Airlines industry (CO:02,Application)
2. Outline design considerations for a Low and High contact operations in services company?(CO:01 Application)

1. List the dimensions of Service Quality and explain the gaps in service quality Question (CO:02 Application)
2. Develop guidelines for Compliant Management for a Mobile phone services company like Reliance Jio? (CO:03,Application)

1. Explain the factors influencing a Service Facility Layout with an example ?(CO:03,Application)
2. Franchising means adhering to stringent norms of Business?Explaing Francising service operations at MAX Newyork Insurance?(CO:03,Application)

PART C

Answer the following Questions. (2Qx 15M= 30)

1. CASE STUDY

Mahindra & Mahindra Mahindra & Mahindra (M & M) is a major player in the tractor and certain segments of the automobile market in India. After an impressive growth for a few years, the tractor market in India has been stagnating during 1998-1999 to 2000-2001. M & M has been selling its tractors and utility vehicles in foreign markets including USA. Some of the components for its products have been sourced from abroad. M & M has a 100 per cent subsidiary in USA, Mahindra USA, with a strong network of 100 dealers. Mahindra has a five per cent market share in the US market in the 20-30 horse power (HP) range. As a part of the strategy aimed at building a global supply chain, Mahindra USA has signed a memorandum of understanding (MoU) with the Korean tractor major Tong Yang, a part of the $ 2 billion Tong Yang Moolsam group, according to which Mahindra will source high horse power (mostly 25-40 hp range) and sell them around the world under the M & M brand name. To start with, the premium range of tractors will be sold in the US. M & M’s current tractor range is more utility-oriented and lacks the aesthetic appeal that Tong Yang’s tractors have, a must for a strong presence in the US market.

Questions

1. What are the advantages and disadvantages of global sourcing ?
2. How will the foreign market expansion help M & M ?
3. How does the strategic alliance with Tong Yang benefit M & M ?
4. What are the possible risks of the alliance ? How can they be overcome risks related to alliances or partner companies?

(CO:03,Analysis)

1. Case Study

CASE STUDY- Company Background Apollo Animal Clinic (AAC) is a metropolitan veterinary clinic specialising in the medical care of dogs and cats. Dr. Sunitha opened the clinic three years ago, in Bangalore hiring another full-time veterinarian, a staff of three nurses, an office manager, and an office assistant. The clinic operates Monday through Friday during regular business hours, with half days on Saturdays and extended hours on Wednesday evenings. Both doctors work during the week and take turns covering Wednesday evenings and Saturdays. Dr. Sunitha opened the clinic with the intent of providing outpatient animal care. Overnight services are provided for surgical patients only. No other specialised services are offered. The facility for the clinic was designed for this type of service, with a spacious waiting and reception area. The examining and surgical rooms are in the rear, just large enough to accommodate their initial purpose. As time has passed, however, the number of patients requesting specialised services has increased. Initially the requests were few, so Dr. Sunitha tried to accommodate them. As one of the nurses was also trained in grooming services, she began to alternate between her regular duties and pet grooming. Pet grooming was performed in the rear of the reception area, as it was spacious and there was no other room for this job. At first this was not a problem. However, as the number of pets being groomed increased, the flow of work began to be interrupted. Customers waiting with their pets would comment to the groomer in the rear, who had difficulty focusing on the work. The receptionist was also distracted, as were the animals. The number of customers requesting grooming services was growing rapidly. Customers wanted to drop off their pets for a “package” of examining, grooming, and even minor surgical procedures requiring overnight stays. The space for grooming and overnight services was rapidly taking over room for other tasks. Also, most of the staff was not trained in providing the type of service customers were now requiring.

The Dilemma Dr. Sunitha sat at her desk wondering how to handle the operations dilemma she was faced with. She started her business as a medical clinic but found that she was no longer sure what business she was in. She didn’t understand why it was so complicated given that she was only providing a service. She was not sure what to do.

Case Questions

1. Identify the operations management problems that Dr. Sunitha is having at the clinic.
2. How would you define the “service bundle” currently being offered? How is this different from the initial purpose of the clinic?
3. Identify the high-contact and low-contact segments of the operation. How should each be managed?

(CO:03,Analysis)