



**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM (SM)**

**THIRD TRIMESTER (Batch 2020-22)**

**END TERM EXAMINATIONS, MAY'21**

**MAIN QP**

Course Name	<b>SERVICE MANAGEMENT</b>	Course Code	<b>GM305</b>
Max. Time	<b>2 hours</b>	Max. Marks	<b>40 MM</b>

**INSTRUCTIONS:**

- A. Mode of Serving the Question Paper in Moodle: Assignment with Plagiarism Check**
- B. Permitted % of Plagiarism in answer sheets: 18%**
- C. Penalty in case the permitted plagiarism % is breached: 1 mark for every 1 % beyond maximum limit.**
- D. Attempt all questions.**
- E. This is a Closed Book examination**
- F. Mode of submission: Answer sheet to be submitted/ uploaded on Moodle as a **single word file** (MS Word)**
- G. Answers should be rich in content. Avoid *unnecessary* long answers.**

**Q1)**

**Singapore General Hospital:**

Singapore General Hospital (SGH) is the country's largest acute care tertiary hospital and national referral centre for specialities like haematology, orthopaedic surgery, plastic surgery, renal medicine, nuclear medicine and pathology. With almost 7,000 staff, from clinical and research directors to hospital attendants, covering over 30 clinical specialities the hospital has nearly a million patient encounters a year. Dedicated to providing multidisciplinary medical care and backed by state-of-the art facilities, SGH offers team-based quality patient care widely acknowledged to be the best in the world. 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 deliver quality care to every patient through comprehensive integrated clinical practice, medical innovation and lifelong learning. It has three pillars supporting the mission statement. The first pillar is service – their number one priority – taking care of patients. The second pillar is education and nurturing the next generations of care-givers, doctors, nurses, physiotherapists, etc. The third pillar is undertaking clinical research to expand its knowledge and skills in medical science.

The hospital has defined its quality commitment as 'best outcome, best experience' for its patients. Best experience is about the way it serves its patients and their families by providing quality healthcare with compassion, respect and integrity. Best outcome is about treating the patient's medical condition as well as they can to achieve the best health benefits for the patient. Lawrence Lim was the Chief Executive who introduced this commitment. *He explained:*

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 three key principles underlying this:

- assure best outcomes and benefit for the patient
- create seamless service
- delight with personalised care

We created a Quality Council comprising doctors and administrators that came together to chart the strategies and programmes for quality in the hospital. They discussed clinical quality, which has to do with getting doctors, nurses, physiotherapists, etc. to produce the best outcome and health benefits for the patient. We also talked about operational quality; that is how we moved a patient around and how we could organise our services around the patient. These activities mainly concerned operational processes, which we then ‘engineered’ to create a seamless service for the patient. We were also concerned with what we called service quality, which was about the patient’s experience; building a relationship with the patients and showing that we cared. From the patients’ perspective all these three types of quality, i.e. clinical, operational and service, are intertwined, but we needed to ensure that our staff were focused on all of them too.

We worked with all the different people in the hospital to try to get everybody to think how they could improve the service. We got them to think about communication skills, even grooming, dress and body language. SGH is a government hospital and people’s concept of government hospitals was that they are bureaucratic, officious and slow to respond. I told my staff, let’s surprise the patient!

- a. Discuss various Core and Supplementary Services provided by SGH?
- b. Discuss the various elements of Service Package provided by SGH?
- c. Examine various actions & initiatives Lawrence Lim has taken to focus his staff on providing ‘best outcome, best experience’?
- d. Discuss how Service Quality is defined at SGM. Examine the various dimensions or factors of Service Quality with reference to SGH.
- e. Examine from whom Lawrence must have encountered most resistance to change in improving service quality & why?

*(Source: Adapted from “Case – Singapore General Hospital; Service Operations Management – Robert Johnston, Graham Clark, Michael Shulver, Fourth Edition, Pearson)*

**(Marks 5+5+5+5+5=25)**

**Q2)**

### **The Earth Galleries at the Natural History Museum, London**

From the mid 1930s to the early 1990s the Geological Museum, in Cromwell Road, London, consisted largely of taxonomic displays of rocks, gems and minerals and was a place for quiet study of ‘rocks in boxes’ by specialist geologists. This contrasted sharply with the noisy, lively and enthusiastic atmosphere of its neighbour, the Natural History Museum. In the 1970s the Natural History Museum had begun a programme of exhibition renewal, using advanced and innovative methods of display to interest and entertain visitors, to support its mission ‘to maintain and develop its collections and use them to promote the discovery, understanding, responsible use and enjoyment of the natural world’.

The resultant Life Galleries are very popular and have won awards for excellence in design. In 1985 the Geological Museum merged with the Natural History Museum and took a new name, the **Earth Galleries**, with a duty to communicate the natural world to the general public in a way that it could understand.

Putting that mission into operation was not going to be easy. A survey of museum-goers found that they were less than enthusiastic about geology as a subject. It was perceived as dry, dull and having little to do

with everyday life – in short, it was just about rocks. The perception was that the only reason you would visit something called the Geological Museum was because you had to pass an exam in geology.

Value for the customer, previously defined as access to a superlative reference collection of gems and minerals, was now to be reflected more in the degree to which the museum educated, enthused and entertained the public in the earth sciences. The target consumer was now a 15-year-old intellect who would already have had significant exposure to television and film of volcanoes, earthquakes, mining and so on. If the museum was to ‘promote the discovery, understanding, responsible use and enjoyment of the natural world’ to this consumer group, then it could not rely on the collection alone. Such consumers would need to be helped by staging devices that moved them from the world they knew into the unfamiliar world of geology and inspire engagement with the subject. The exhibits would also have to educate consumers gradually, and gently guide them through the museum’s narrative.

The museum would also have to cater for groups, in particular children, who would be more inclined to sample ‘chunks’ of galleries rather than the whole, so the galleries had to be structured to accommodate short attention spans. Mini-exhibits or galleries, each with a complete story, were created, but the logic of the story was integrated with the overall museum theme. Some displays became interactive, encouraging visitors to experiment with geological processes through hands-on engagement with both hard and soft exhibits, such as minerals, molten surfaces and water, for example. To support the social and family groups in which the public visited the museum, facilities such as restaurants, shops and restrooms had to be developed to be at least as good as those at a theme park.

When the Earth Galleries had been transformed geologists still had access to a world-class reference collection, although in very different surroundings. However, the material was now used to enthuse and educate a much wider audience about the secrets of the earth.

- a. Examine various ingredients of ‘Servicescape’ at the Earth Galleries.
- b. Compare the basic concept of service & expected customer(s) experience at Earth Galleries with the earlier Geological Museum? What major challenges Service Managers at Earth Galleries must have faced in creating and delivering the new service concept and customer experience?
- c. Develop a Service Script for delivering service to a customer visiting Earth Galleries.

*(Source: Adapted from “Case - The Earth Galleries at the Natural History Museum, London; Service Operations Management – Robert Johnston, Graham Clark, Michael Shulver; Fourth Edition, Pearson)*

**(Marks 3+6+6=15)**