JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2020-22)
END TERM EXAMINATIONS, OCTOBER, 2021

Course Name	Managing Service Operations	Course Code	OM-402
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:
a. All Questions are compulsory.
b. Please answer to the point with all relevant details.
c. Use your own calculators for computational purposes.

Question 1   **5 Marks**

What are failure points in a coffee shop? What types of poka-yokes can one use to eliminate these failures?

Question 2   **5 Marks**

Explain the critical difference between the service concept and the operating strategy, with relevant examples.

Question 3   **5 Marks**

Discuss the critical elements of a good experience at a mass venue such as a football game or a theater?

Question 4   **5 Marks**

Bloomberg Hotel rents rooms for $125 per night that costs approximately $50 to maintain. Overbooked customers are put up in a nearby hotel for $100 per night. Hotel records indicate that during the past month, there were 10 days with zero no-shows, 5 days with one no-show, 6 days with 2 no-shows, and 9 days with three no-shows. How many rooms should Bloomberg overbook?

Question 5 $(1.5 + 3 + 3) = 7.5$ **Marks**

A cafeteria has five service work stations as given below with the average service time evaluated.

Sequence	Service Delivered	Work Service Station	Average Service Time
1	Serve vegetables	1	20 seconds
2	Serve entrée	2	30 seconds
3	Serve soup	3	20 seconds
4	Serve desert	4	15 seconds

| 5 | Serve drink | 4 | 10 seconds |
| 6 | Collect money | 5 | 60 seconds |

1) What is the bottleneck activity and the service capacity per hour?
2) In which way can the number of Work Service Stations may be reduced, and by how much, while maintaining the same service capacity? Draw a product flow diagram.
3) Suggest a way of increasing the service capacity of the cafeteria by the addition of one additional Work Service Station. Draw a product flow diagram. What is the capacity of your improved system?

Question 6   **(4 + 3.5) = 7.5 Marks**

Consider a retailer selling a single item. Based on past experience, management estimates the relationship between the annual demand, D and the price, p by the function:
$D = 2500 - 0.8p$.

1) Considering prices in slabs of $250, $500, $750,…\.(that is, increasing at a constant rate starting from $250), at what price is the revenue maximized? Consider at least 8 price slabs.
2) What if the retailer can charge two different price in order to increase the revenue further?

Question 7   **5 Marks**

Evaluate the following situations for how well the service provider responded. What did they do well? How could they have improved their response? Would you patronize the provider again?

Faulty Elevator: Washington, D.C. area Metro riders had developed a certain complacency about the train system's hit-and-usually-miss maintenance service when they read in the local media about the plight of one customer in a wheelchair. The man found himself stuck in the subway system because the elevator he needed to take to his exit was broken at his downtown stop - as were the elevators at the next two stops. Frustrated by his predicament, he let loose astring of obscenities as he made his third fruitless attempt to leave the system - for which he was promptly ticketed S25 by a nearby Metro Officer. Eventually, the man found a working elevator and wound up taking a taxi to his destination. Complaints poured in about his treatmentand about maintenance in general. And Metro Officials were sorry. So sorry, in fact, that the Metro Police Chief personally drove to the passenger's home in Maryland to reimburse him for the ticket and taxi ride.