Course Name: Managing Service Operations

Max Marks: 70

Course Code: 5112   **Max Time: 2 hrs**

Instructions for Students: All questions are compulsory.

Section A: Objective Type Questions   **(2 Marks each)**   **Max. Marks-20**

A1. The process of purchasing the service, the customer initiated steps, choices and interactions, the customer performs in:

a) Line of Sight

b) Line of Control

c) Line of Interaction

d) Line of Action

A2. Customer participation in services increases the degree of:

a) Standardization

b) Customization

c) Absorption

d) Education

A3. The perceived quality of service is determined by customer

a) Needs

b) Wants

c) Experience

d) Perception

A4. Competitive positioning refers to the method by which a firm establishes itself relative to its:

a) Customers

b) Clients

c) Competitors

d) Suppliers

A5. A service is a time…. Intangible experience

    a) Based

    b) Bound

    c) Perishable

    d) Produced

A6. Services are created and …. simultaneously

    a) Delivered

    b) Stored

    c) Consumed

    d) Sorted

A7. Inventory control is a major problem in manufacturing, whereas the corresponding problem in services is:

    a) Servicing

    b) Storing

    c) Queuing

    d) Transporting

A8. The change in which product-based organizations have modified their business models to 'market and deliver' is often referred to as:

    a) Service value creation

    b) Co-production

    c) Servitisation

    d) Services aping

A9. Consider the paragraph below:

"In the context of B2C services it is reasonably clear who the customers are, and if customers are satisfied, generally speaking the organization should be successful. This is not the case with ………….. ……………. , where the recipients of the service, as individuals, often have little power or influence. Service managers themselves may have far more power than customers to decide current priorities."

What phrase best completes the paragraph?

    a) B2B services

    b) Public services

    c) C2C services

    d) Professional services

A10. Consider the following paragraph:

"Travel agents traditionally sold holidays to customers through shops in town centres or shopping malls. Over the last decade, tour operators have been cutting out the travel agents and selling directly to the public."

The phenomenon described in the paragraph is usually referred to as:
   a) E-service.
   b) Broker development
   c) De-partnering
   d) Disintermediation

Section B: Subjective Type Questions (Short Answer Questions)   **Max. Marks-10**

B1. List 5 examples of 'co-production' / 'co-creation'.   **(2.5 Marks)**

B2. Mention actions to meet challenges of intangibility?   **(2.5 Marks)**

B3. Mention actions to meet challenges of inseparability?   **(2.5 Marks)**

B4. List 5 examples of elements of servicescapes.   **(2.5 Marks)**

Section C: Subjective Type Questions (Long Answer Questions)   **Max.Marks-40**

C1. Describe the way service design is evolving and its future shape to come with developments like metaverse, non-fungical tokens, and artificial intelligence.

(10 Marks)

C2. Long queues are being noticed in OPD in a Hospital. What long term and short term steps can Hospital Administration take to manage the queues and to reduce the perceived waiting time?
(10 Marks)

C3. Case: Blinkit: Surge Pricing in Grocery Delivery

'Surge pricing' - a methodology often used by cab aggregators Uber and Ola to charge higher fares when demand soars - has now come to ecommerce grocery deliveries, with quick commerce startup Blinkit starting to charge "high demand surge fee" during peak demand hours.

In response to customer queries on social media, on the newly introduced surge fee, Blinkit tweeted, "Surge charges are levied during peak demand in the area and as soon as the demand normalizes, surge charges will not be levied." The company has been charging anywhere between ₹20-50 as surge price to its customers in recent weeks. This is the first time surge pricing is being implemented in groceries delivery.

Food aggregator apps such as Swiggy and Zomato have charged surge fees in case of inclement weather or late night deliveries. Most others such as Bigbasket and Zepto charge delivery fees on low-quantity orders. Blinkit's decision to charge a surge fee during peak hours is seen as part of its efforts to reduce burn rate and focus on profitability.

"Such moves are aimed at meeting investor expectations," said Ankur Bisen, senior partner and head of retail at consulting firm Technopak Advisors. "Quick commerce remains a new concept in India, so different strategies are being tried out by players. But we believe consumers will not pay a premium on groceries," he added. Blinket - which closed an additional $100 million financing earlier this week - recently shut about 40 dark (or delivery-only) stores, and is in the process of rationalizing costs.

Albinder Dhindsa, Chief Executive and Founder of Blinkit (previously Grofers), in an internal note to employees announcing the latest round of funding, said that the company would continue to focus on growth, reducing burn rate, and improving speed of execution.

Case Questions:

C3.1 Analyze critically the concept of charging surge pricing, a Revenue Management Strategy, in grocery industry.   **(10 Marks)**

C3.2 Suggest, with justification, measures to improve growth and profitability of Food and grocery delivery industry.   **(10 Marks)**