

THIRD TRIMESTER (Batch 2018-20)

End Term Examination, March - 2019

Course Name	Service Management	Course Code	GMSM 306
Max. Time	2 hours	Max. Marks	40

Instructions: This question paper is having five questions. You are required to answer all five questions. All questions carry equal marks (5X8 = 40). The question paper consists of two pages.

1. Fortis Hospital, Noida is a premier state-of-the-art facility with over 200 beds including 7 operation theatres. The hospital is positioned as a Centre of Excellence in oncology, orthopedics, neuroscience, liver transplant, kidney transplant, and with a key focus on cardiac sciences and emergency trauma care services. The hospital is the only corporate facility in Uttar Pradesh that covers an entire array of specialties from diagnostics to organ transplant (kidney & liver). The second mega hub hospital, in the Fortis Healthcare group, it caters to the special needs of patients and their families. The hospital has been designed and developed to deliver patient care with maximum ease, warmth and effectiveness. Since it began operations in 2004, the hospital has become the prime tertiary healthcare Centre in the city. It addresses a wide range of healthcare needs and prides itself in performing many first procedures in India and U.P.

(<https://www.fortishealthcare.com/india/fortis-hospital-in-noida>)

Imagine that you are a Service Manager, responsible for taking care of admitted patients. Define the key processes that you would be responsible for. How would you assure quality in each of the process?

2. Domino's is the fastest growing pizza outlet in the country today. As of now, Domino's accounts for over 70% of the pizza home delivery market. Jubilant Foodworks, the master franchisee for Domino's Pizza and Dunkin' Donuts in India, credits this expansion to the customer insight developed by the company since its advent in 1990. Domino's is credited of converting the parantha eating Indian people into pizza aficionados. The proposition of delivery in 30 minutes was one such action taken to cash in on paucity of time with the working couples. Another way to cash in on this was to offer the pizza free if the delivery was late. This was a risky undertaking given that traffic in India and maze like residential areas could derail the profitability of the venture.

In case you are given to manage the service operation of one of such outlet of Domino's, define how would you prepare and manage your people to deliver such service with excellence.

3. Reliance Retail started its journey in 2006 with the opening of its first Reliance Fresh store. Today Reliance Retail operates 539 Reliance Fresh and Reliance Smart stores and sells over 200 metric tonnes of Fruits and over 300 metric tonnes of Vegetables every day. Reliance Fresh is India's leading neighbourhood retail chain, synonymous with freshness & savings. With the three core promises of Fresh Hamesha, Available Hamesha and Savings Hamesha, Reliance Fresh is a one-stop-shop for fresh shopping, fresh savings and fresh happiness. From fresh fruits & vegetables to dairy, cereals to spices, processed food & beverages to home & personal care products, it has the entire gamut of grocery needs. Across its stores, it retains a strong customer centric approach to meet all shopping needs - be it routine or seasonal, well known brands or popular local products. Continuing Reliance's hallowed tradition of

backward integration, Reliance Retail directly partners with a large number of farmers and small vendors in a farm-to-fork model. The linkages with the farm has brought about transformational changes in the quality of life of the farmers as also enhancing the quality of produce, reducing wastage by shortening the time to move fresh produce and reducing intermediaries in the value chain thereby benefiting all.

(<https://relianceretail.com/reliance-fresh.html>)

Having a responsibility to manage the operation of one such outlet in NCR, create an organization structure and define the Key Performance Indicators (KPI) for your role.

4. Club Mahindra Holidays was incorporated as Mahindra Holidays and Resorts India Limited (MHRIL) in the year 1996. Subsequently, the company's status was changed to public limited in the year 1998. In the same year, the company opened its first resort at Munnar. its next resort was opened in Goa in 1999. At present, the company operates more than 50 resorts. MHRIL's parent company, Mahindra Group is a USD 19 billion multinational company. The parent company employs 2 lakh people across 100 countries in the world. MHRIL provides a range of products like Club Mahindra Holidays, Club Mahindra Fundays, Club Mahindra Bliss, Club Mahindra Experience breaks. Club Mahindra Holidays is involved in the vacation ownership segment wherein the Membership is provided for a period of 25 years. Club Mahindra Fundays is for corporate holidays based on a point system. Club Mahindra membership allows customers to avail of a week's holiday every year for 25 years based on eligibility and availability. The members may stay at Club Mahindra resorts, Holiday Club Oy resorts, or RCI-affiliated resorts by way of exchange. A ten-year option is also available for the members. Members opt for a specific season and apartment at the time of buying the membership. They may choose to plan their stay outside their season and apartment under the exchange program or carry forward their annual entitlements, subject to certain limits. The holiday seasons are divided into the four types: Purple, Red, White and Blue.

(https://en.wikipedia.org/wiki/Club_Mahindra_Holidays)

Explain the GAP Model of Service Quality in context of Club Mahindra Holidays and Resorts India Limited (MHRIL) based on services they provide as briefed above.

5. The Nutan Mumbai Tiffin Box Suppliers Charity Trust, better known as the Mumbai dabbawallas, are a supreme example of flawless service operations being managed in the food delivery segment in Mumbai. This case is a mass delivery system run by 5000 semi-literate who collect and deliver 2,00,000 packages within hours. Such as the efficiency of their supply chain management that Forbes gave them a six-sigma performance rating; this indicates 99.999999% correctness, that is one error in six million transactions. About 5,000 dabbawallas work everyday through a system of multiple relays to deliver tiffin boxes in Mumbai. The exercise begins at nine in the morning and lasts till five in the evening. So, wherever you may be in Mumbai, a metropolis with a population of more than 20 million, you never fail to receive home food in time for lunch. The dabbawallas have been functioning for over 100 years and are rightly recognized as the best network management system in the world.

Identify the value factors for Dabbawallas. Compare the same with at least two more competitors and draw value curves showing relative position of Dabbawallas vs other competitors.