



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

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POST GRADUATE DIPLOMA IN MANAGEMENT (2019-21) END TERM EXAMINATION (TERM -IV)

Subject Name: **Service Operations Management**

Time: **02.30 hrs**

Sub. Code: **PGO03**

Max Marks: **60**

Note:

1. All questions are compulsory. Section A carries 10 marks: 5 questions of 2 marks each, Section B carries 30 marks having 3 questions (with internal choice question in each) of 10 marks each and Section C carries 20 marks one Case Study having 2 questions of 10 marks each.

SECTION - A

Attempt all questions. All questions are compulsory.

2× 5 = 10 Marks

Q. 1 (A): Describe the strategies to deal with imbalances-capacity with example of multiplex cinema? (CO1)

Q. 1 (B): What are the managerial elements in the Service Design system? Explain with example of mobile application for services? (CO1)

Q. 1 (C): What is the queue management? Explain the key queue management strategies. (CO1)

Q. 1 (D): What is the role of service feedback? How service operation manager apply the findings to service delivery and customer satisfaction? (CO1)

Q. 1 (E): What are various dimensions of Service Quality explain with example of Health Care Services?? (CO1)

SECTION - B

Attempt any three out of six questions

03× 10 = 30 Marks

Q. 2: A. What are the challenges a service organizations face while planning human resources? Explain with examples of international call center service operations? (CO2)

Or

B. What are key highlights related service operations like inputs, processes to get the desired output in the service operations of fine dining restaurant? (CO2)

Q. 3: A. Analyse the role of value chain in service operation strategy. What are roles of various functions in service delivery for e-commerce organization? (CO3)

Or

B. Select a service organization and identify the key back-office and front-office tasks. What activities have most impact on the customer experience and how? (CO3)

Q. 4: A. Explain the recent innovation in the services processes in new passport or new driving licence application through the use of technology. What have been the challenges and benefits? (CO4)

Or

B. How e- Servicescape plays important part in today's environment specifically in Travel booking website?? (CO4)

SECTION - C

Read the case and answer the questions

10×02 = 20 Marks

Q. 5: Case Study: No Frills Hospital-“Narayana Hrudayalaya”

What if hospitals were run like a mix of Wal-Mart and a low-cost airline? The result might be something like the chain of "no-frills" Narayana Hrudayalaya hospital in southern India.

"Today healthcare has got phenomenal services to offer. Almost every disease can be cured and if you can't cure patients, you can give them meaningful life," says company founder Devi Shetty, one of the world's most famous heart surgeons. "But what percentage of the people of this planet can afford it? A hundred years after the first heart surgery, less than 10 percent of the world's population can," he shared. A lack of private insurance and a public system that has "collapsed" according to the country's rural development minister means an estimated 70 percent of healthcare spending is borne by Indians out of their own pockets. So Dr Shetty a sharp-witted cardiologist who has spotted a gap in the market. "We believe that charity is not scalable. If you give anything free of cost, it is a matter of time before you run out of money, and people are not asking for anything free," he said.

Already famous for his "heart factory" in Bangalore, which does the highest number of cardiac operations in the world, the latest Narayana Hrudayalaya ("Temple of the Heart") projects are ultra low-cost facilities. Narayana has 56 facilities, treats 2 million patients every year and conducts 300+ surgeries daily. The chain is known for clinical excellence but innovates from the get-go on both processes and materials, leveraging economies of scale. The Mysore facility represents his vision for the future of healthcare in India -- and a model likely to burnish India's reputation as a centre for low-cost innovation in the developing world. The first is a single-storey hospital in Mysore, two hours drive from Bangalore, which was built for about 400 million rupees (7.4 million dollars) in only 10 months and recently opened its doors. Dr. Shetty has been dubbed the Henry Ford of heart surgeries because his doctors go from one operating table to the next with an assembly line precision that is rare in the Indian healthcare system. Narayana keeps tight control on its purchases, driving down prices by negotiating directly with equipment manufacturers like GE and, in some cases, encouraging domestic companies to make in India inexpensive local versions of costly imported medical supplies. The group of Indian doctors believes they can cut the cost of heart surgery to an affordable and quite low price US dollar(\$) 2000 at their "no frills" low-cost hospital as compare to other private hospitals fee of US dollar(\$) 5000. By running the operating theatres from early morning to late at night, six days a week, it is inspired by low-cost airlines which keep their planes in the air as much as possible.

Set amid palm trees and with five operating theatres for cardiac, brain and kidney procedures, Shetty boasts how it was built at a fraction of the cost of equivalents in the rich world. Using pre-fabricated buildings, stripping out air-conditioning and even training visitors to help with post-operative care. Air-conditioning is restricted to operating theatres and intensive care units. Ventilation comes from large windows on the wards. About 30 heart surgeries are performed there daily, the highest in the world, at a break-even cost of 1,800 dollars. Most patients are charged more than this, but some of the poorest are treated for free.

In its architecture, Shetty rejected the generic multi-storey model, which requires costly foundations and steel reinforcements as well as lifts and complex fire safety equipment. "Essentially we realised that as you do more numbers, your results get better and your cost goes down," he said.

In its dealings with suppliers, the hospital group works like a large supermarket, buying expensive items such as heart valves in bulk. Relatives or friends visiting in-patients undergo a four-hour nursing course and are expected to change bandages and do other simple tasks.

From 12,000 beds now in 56 clinics, he aims to expand privately-run Narayana Hrudayalaya Hospitals to a group with 30,000 beds in the next five years. The Mysore facility will be followed by others in the cities of Bhubaneswar and Siliguri. Dr. Shetty said Narayana is looking at technology to further dramatically bring down healthcare costs. "Technology is the next game-changer. In the next five to ten years, a lot of healthcare will be delivered online."

Question:

Q 5(A): What is the vision and service operations strategy of Narayana Hrudayalaya hospitals, and how does it help them to become profitable? (CO3)

Q5 (B): What are different cost saving and innovative initiatives Narayana Hrudayalaya hospital has applied for affordable healthcare services? Support your answer with service operations concepts. (CO4)

Mapping of Questions with Course Learning Outcome

Question Number	COs	Marks Allocated
Q. 1:	CO1	10 marks
Q. 2:	CO2	10 marks
Q. 3:	CO3	10 marks
Q. 4:	CO4	10 marks
Q. 5 A:	CO3	10 marks
Q. 5 B:	CO4	10 marks