



GL BAJAJ

Institute of Management & Research

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

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.)–201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2019 -21)

MID TERM EXAMINATIONS (TERM -V)

Academic Session- 2020-21

Subject Name: Service Operations Management

Time: 01.30 hrs

Sub. Code: PGO03

Max Marks: 20

Note:

1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.

2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION – A 04+04 = 08 Marks

Q. 1: Case Study: Service with a mask

“This is what the pandemic has done to us, we are scared to be around anything that is not sanitised and disinfected,” says Siddhartha Ganguly who recently flew to Visakhapatnam from Mumbai and is confined to a hotel for a seven-day quarantine. “It is a completely different approach that the hotels are taking. The rooms that once smelled of room fresheners now smell of disinfectants and sanitizers. The hotel staff does not enter our rooms and all the essentials are given from an arm’s distance. While the hotel does not provide laundry services we are given clean bedsheets once in every four days which are dropped off at our doors,” says Siddhartha.

The guidelines released by the Andhra Pradesh government mandates all the travellers from high risk zones- Mumbai, Chennai, Delhi, Gujrat, Rajasthan and Madhya Pradesh have to undergo a 14-day quarantine. This includes seven days of institutional quarantine followed by seven days of home quarantine.

To help the authorities deal with the situation, a few hotels in the city have signed up to provide accommodation to travellers who did not wish to quarantine at government institutions. Before allowing these hotels to be centres of institutional quarantine, officials from the health department inspected them to ensure there were measures taken to disinfect the premises and proper physical distancing was maintained. They also trained the staff on proper ways to interact with those in quarantine,” says Pavan Kartheek MV, vice president of Hotel and Restaurant Association of Andhra Pradesh.

Changed approach

In Visakhapatnam, Daspalla Executive Court has the highest number of guests for paid quarantine. “We have 45 guests who have arrived from domestic and international destinations. We received our first guests on May 19 when the first international rescue operations flight landed in Visakhapatnam. Since May 25 we have people who have arrived here after domestic travel,” says general manager S Prashanth.

The hotel is currently running with 70 % of staff that has been specially trained for this. The hotel provides food to the guests in disposal plates which are placed outside the room on a trolley. “The staff rings the bell to let the guest know the food is outside and leaves. The guests then take the food from the tray. They are expected to discard the used cutlery in bins kept outside the rooms. Twice a day, staff members in personal protective equipment empty these bins. The trash collected from these rooms is disposed of separately,” explains Prashanth. Once the guests check out the rooms are disinfected and kept vacant for three days before the next batch of guests can occupy them. A team of doctors visits these hotels to test the people under quarantine.

All the disinfectants and sanitizers sum up to an additional cost of over six lakh to the management.

“Common touch points like door knobs and lift buttons are cleaned immediately after every use.

The floors are cleaned with disinfectants every two hours,” says Prashanth.

Employees Roles in New Service operations:

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Some employees have suggested they feel unable to decline the new role, despite having major reservations. Hotel staff are anxious about the prospect of transforming their hospitality skills into hospital care. When Kannu Sharma, who usually trains hospital support staff, began training 75 employees in the Suryaa hotel ballroom last week, all he could see was row upon row of terrified eyes staring out at him above face masks. “They are frightened about their safety, about taking the virus back to their families and whether they can cope with the stringent sanitisation and disposal of biomedical waste,” said Sharma.

When a nurse accompanying Sharma demonstrated how to put on PPE, the fearful eyes in the room widened further. “I’m sure I will put the PPE on wrong and leave myself exposed to the virus in some way,” said an employee who did not wish to be named.

New Process

Each hotel will be linked with the nearest Covid-19 hospital. Sharma works at Holy Family hospital, just a few metres away from the Suryaa. The hospital is identifying the medical team that will work at the hotel.

Much work lies ahead to get the hotels fully operational. Hotel elevators are not big enough to take stretchers or gurneys. Air-conditioning systems have to be adapted. Halls that are carpeted for acoustic reasons will need to be stripped. Rooms are not equipped for oxygen, monitoring machines, or call bells. Extreme sanitation protocols will have to be put in place in every single area. Systems are needed for the disposal of biomedical waste.

Questions

1. (A) How existing hotels are adopting the new Service operations Strategy in these challenging situation of Pandemic? Explain.

1. (B) What is role Service Operation Infrastructure in the new set-up for Hotels? Provide the suitable suggestions for Service Processes, Employee’s role in new service delivery design.

SECTION – B 02×03 = 06 Marks

Q. 2: Discuss the function of and role of front office and back office with example of Bank?

Q. 3: Discuss the impact of technology on Travel service business.

Q. 4: Explain the Service Capacity-Demand Management with example of Hotel Operations.

SECTION – C 03×02 = 06 Marks

Q. 5: What is the role of human resource in service operations? How do operations managers go about maintaining the energy and commitment of frontline workers?

Q. 6: “The customer’s service encounters are different every time”. Comment on this challenge in Service Operations and give your suggestions to overcome?

Mapping of Questions with Course Outcome

COs	Question Number(s)	Total Marks Allocated to the CO
CO1	Q5 and Q6	06
CO2	Q4 and Q2	04
CO3	Q1(A) and Q1(B)	08
CO4	Q3	02