

School of Business

BBA
ETE - Jun 2023

Time : 3 Hours

Marks : 100

Sem IV - D1UC402T - Managing Service Operations in Lscm

Your answer should be specific to the question asked

Draw neat labeled diagrams wherever necessary

1. Select four service organisations and define their concepts and levels of focus. Evaluate the options facing them. K2 CO3 (5)
2. Explain the concept of flexibility in managing capacity and demand. K2 CO1 (5)
3. Discuss the challenges involved in managing service quality and how they can be addressed. K2 CO2 (5)
4. Discuss the importance of risk management in IT and its role in ensuring the security and reliability of IT systems and infrastructure. Outline the key components of an effective IT risk management framework and provide examples of specific risks that organizations may face in the IT domain. K2 CO4 (10)
5. Discuss the key concepts and principles of service operation management and their significance in delivering high-quality services. K3 CO5 (10)
6. Emphasize the importance of effective service operation management in meeting customer expectations and achieving business objectives. K4 CO3 (10)

OR

- Explain the concept of dynamic pricing in yield management. How does dynamic pricing contribute to revenue optimization? Provide examples of industries or businesses that utilize dynamic pricing strategies. K4 CO4 (10)
7. Explain strategies and practices that can help organizations address the challenges in service operation management. K4 CO3 (10)
 8. Yield management, the notion of charging higher prices when demand is high and offering discounts at times of low demand, has traditionally been applied in reservations-based industries such as airlines, hotels and car rental agencies. Managers at the Kowloon Hotel in Hong Kong felt that it might offer them the solution to improving their restaurant revenues. The Kowloon Hotel on Nathan Road in Hong Kong is well known for its sumptuous all-day buffet. The buffet, which includes a selection of sashimi, oysters, salads and desserts, is open from midday to midnight. As is typical with most restaurants, customers only wanted to dine at particular times of day, and the restaurant was often empty in the late afternoon and late evening. To deal with this problem, the Kowloon Hotel's managers decided to move away from a single price for its buffet and charge different prices depending on when customers arrive. When guests arrive (check-in) they now receive a 'buffet zone pass'. The cost of the pass varies depending on their arrival time. At noon, the price is HK \$118, but increases to \$128 at 1.00 p.m., but then drops back to \$118 at 2.00 p.m. The 3.00 p.m. price is even lower (\$108), but then progressively increases from \$128 at 4.00 p.m., to \$168 at 5.00 p.m., \$208 at 6.00 p.m. and \$248 at 7.00 p.m. Following this peak, the price gradually decreases back to \$138 at 10.00 p.m. and to only \$98 at 11.00 p.m. Not only has this new pricing system resulted in a 33 per cent increase in revenue – which was attributed to a fuller utilization of the restaurant space, hence an increase in revenue per available seat hour (RevPASH) – it has also proved to be a hit with customers, with extremely positive customer reaction. As a result, the management has decided to continue the time-of-day pricing for an indefinite period.
Question 1 What are the advantages and disadvantages of this approach for the organization and the customer?
 9. Analyze the role of forecasting in managing capacity and demand. Discuss different forecasting techniques and their applicability in different business contexts. K4 CO4 (15)

PTO

10. The prison service provides an excellent example of the complexity of stakeholder requirements, to some extent reflecting the mixed task it faces. Society requires the service to carry out potentially conflicting activities: K5 CO5 (15)

- to ensure that 'dangerous criminals' are locked up for the safety of society
- to provide a regime that will punish wrongdoers as a means of payment for their crimes
- to support inmates, providing counselling and training to rehabilitate and reform them, to reduce the likelihood of re-offending.

The principal stakeholders and their requirements are as follows:-

A)-Government ministers with responsibility for the prison service will be concerned to fulfil manifesto promises while meeting spending targets. At the same time they will be concerned about stories of prisoner escapes or drug abuse that may be damaging to their personal reputation, possibly forcing their resignation.

B)-Prison governors will seek to provide an appropriate environment for inmates, while keeping to strict operating budgets.

C)- Prison officers will be concerned to strike a balance between building a rapport with inmates and enforcing discipline

D)-Offenders will have a wide range of requirements depending on the nature of the offence, length of term, desire to change, and so on.

E)-Families of offenders may wish to maintain contact with inmates

F)- Members of society want to feel safe from criminals, but will also believe that some help should be provided for those who wish to reform.

The relationships between these stakeholder groups are often complex. Clearly, politicians ultimately report to those who elect them, including prison officers and families of offenders. Prison governors, with hopes of career advancement, may feel that they must satisfy the demands of the current party in power, which may be at odds with the requirements of other groups.

Questions 1 If you were a prison governor, what strategies would you adopt to find out about the needs of the various stakeholder groups?

2 What operational problems arise from having to manage this diversity?

OR

Analyze from your observation of managers in shops and restaurants, what behaviors assist their staff in dealing more effectively with the pressures they experience, and what actions increase this pressure? K5 CO5 (15)