



SB-4084
M.B.A. (FT) (Sem.-IV) & (Evening) (Sem.-VI)
Examination
March/April – 2011
Service Operations Management

Time : 3 Hours]

[Total Marks : 100

Instructions :

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| <p>नीचे दृश्यावेब निशानीवाणी विगतो उत्तरवही पर अवश्य लखवी. Fillup strictly the details of signs on your answer book.</p> <p>Name of the Examination :</p> <p>M.B.A. (FT) (Sem.-4) & (Evening) (Sem.-6)</p> <p>Name of the Subject :</p> <p>Service Operations Management</p> <p>Subject Code No. : 4 0 8 4 Section No. (1, 2,.....): 1&2</p> | <p>Seat No. :</p> <table border="1" style="width: 100%; height: 20px;"><tr><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td></tr></table> <div style="border: 1px solid black; border-radius: 15px; height: 80px; display: flex; align-items: center; justify-content: center; margin-top: 10px;">Student's Signature</div> | | | | | | |
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- (2) Q.1 and Q.5 are compulsory. Attempt any 2 questions out of Q. 2, Q. 3 and Q.4 from section I and two out Q. 6 from Section II.
- (3) Figures to the right indicate full marks.
- (4) Write examples to support your answers.
- (5) Write two sections separately in two separate answer books.

SECTION - I

- 1 What do you understand by Service Operations Management ? Explain the characteristics of Service which you are familiar and also explain the challenges of Service Operations Manager. 18
- 2 What are the key aspects of service process design ? How is it different from manufacturing process design ? 16
- 3 Compare the issues pertaining to measuring service quality with that of product quality. Which one is easier to assess ? Why ? 16
- 4 Describe the factors considered in the decision to locate a service facility. Pick up a particular service and identify the shortcomings in its site selection. 16

SECTION - II

5 Solve the following Case Study :

32

Village Volvo

Village Volvo is the “new kid in town”. It represents an effort by two former authorized Volvo dealer mechanics to provide quality repair service on out of warranty Volvo at a reasonable cost. On the basis of their 22 combined years of training and experience with the local Volvo dealer, they have earned a respected reputation and a following of satisfied customers, which make an independent service operation feasible. Village Volvo occupies a new Butler Building i.e. a prefabricated metal structure that has four work bays in addition to an office, waiting area, and storage room.

The owner feels they have designed their operation to provide clients with a custom car care service that is unavailable at the local dealer. They have set aside specific times each week when clients may drive in for quick, routine services such as tune-ups and oil changes, but they encourage clients to schedule appointments for the diagnosis and repair of specific problems. At the time of the appointment, the mechanic who will be working on the vehicle and the client discuss problems the client has noticed. On occasion the mechanic may take a short test drive with the client to be certain that both understand the area of concern.

Another source for information for the mechanic is the Custom Care Vehicle Dossier (CCVD). Village Volvo maintains a continuing file on each vehicle it services. This history can help the mechanic to diagnose problems and also provides a convenient record if a vehicle is returned for warranty service on an earlier repair. The owners are considering use of the CCVD as a way of ‘reminding’ customers that routine maintenance procedures may be due.

After the mechanic has made a preliminary diagnosis, the service manager gives the vehicle owner an estimate of the

cost and the approximate time when the repair will be completed if no unexpected problems arise. Company policy states that the owner will be consulted before any work other than the agreed on job is done. Although the customer may pay speak with the mechanic during the repair process, the service manager is the main point of contact. It is the service manager's responsibility to be sure the customer understands the preliminary diagnosis, to advise the customer of any unexpected problems and cost, and to notify the customer when the vehicle is ready for pick up.

Village Volvo has no provision for alternate transportation for customers at this time. A shuttle service two or three times a day is being considered because the owners think their suburban location may deter some clients. The waiting room is equipped with a television set, comfortable chairs, coffee, a soft-drink vending machine, magazines and the local newspaper. This facility is used almost exclusively by clients whom come during the "drop-in" times (3 to 5 PM Wednesdays and 8 to 10 AM Thursdays) for quick, routine jobs such as tune-ups and buyer checks of used cars.

The owner-mechanics do no repairs between 7 and 8 AM and 5 and 6 PM, because these are heavy customer contact hours. They believe it is just as important to discuss with the client the repairs that have been done as it is to discuss what problems exist before that work is done. As repairs are made, the owner mechanic notes any other problems that might need attention in the future (e.g. fan and alternator belt show some wear and may need to be replaced in the CCVD for future use, perhaps in the form of reminder postcard to the owner.

All small worn-out parts that have been replaced are put in clean box inside the car. More cumbersome replaced parts are identified and set aside for the client's inspection. Care is taken throughout the repair process to keep the car clean, and the inside is vacuumed as a courtesy before pick up. After the

repairs are finished, the vehicle is taken for a short test drive. Then it is parked ready for peak-up.

The Village Volvo owners see their responsibility as extending beyond immediate service to their clients. The owners have developed a network of other service providers who assist in recycling used parts and waste products and to whom they can refer client for work that is not part of Village Volvo's service (e.g. body work, alignments, and reupholstering). The owners also are considering the possibility of offering a minicourse one Saturday morning each month to teach clients what they can do to attain their 200,000 mile volvo Model.

Questions :

- (i) Describe Village Volvo's Service Package
- (ii) Characterize Village Volvo in regard to the nature of the Service Act, the relationship with customers, Customization and judgement, the nature of demand and supply, and the Method of Service delivery.
- (iii) How could Village Volvo Manage its back office like factory ?

6 Write short notes on : (any two)

18

- (i) Capacity management for service
 - (ii) SERVQUAL model
 - (iii) Waiting Line Analysis
 - (iv) Cost Associated with Inventory.
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