**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**SIXTH TRIMESTER (Batch 2019-21)**

**END TERM EXAMINATION, MAY-2021**

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| Course Name | **Managing Service Operations** | Course Code | **OM402** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS:**

Attempt any FOUR questions from Section A. Each question carries 7 marks. Section B is a case and carries 12 marks.

**Section A**

Q1) Could firms in the “world-class service delivery” stage of competitiveness be described as “learning organizations”. Justify your answer.

Q2) Can internet service encounter be a memorable experience? Elucidate.

Q3) How can recovery from a service failure be a blessing in disguise? Explain with example.

Q4) How does use of a “service script” relate to service quality?

Q5) When the line becomes long at some fast food restaurant, an employee will walk along the line taking orders. What are the benefits of this policy?

**Section B**

Attempt the question given at the end of the case:

In 1998 British Airways opened its new head office, Waterside. The aim of the new building was not only to reduce the high costs of managing 14 offices scattered around Heathrow airport and in the centre of London, but also to encourage teamwork and open communication between its employees.

The idea was to create a ‘village’ atmosphere. A central enclosed ‘Street’ links all the buildings and makes them feel a part of a whole. The informal atmosphere is created by trees and fountains, coffee shops and restaurants surrounded by glass-walled offices, walkways and lifts. There are no direct lifts linking the underground car park with offices, so employees are compelled to use the Street and meet each other. Not only is this a place for managers and administrators but it also brings together cabin crew and customer service staff by combining an office block with training rooms (including a mock-up of a Boeing 747), together with staff facilities such as video dispensers, fitness rooms and hair-dressers. To facilitate communication Waterside’s offices are open plan, with many small ‘club’ areas where employees can work informally in lounge areas.

BA’s chief executive explained:

As a result the atmosphere is informal and transparent. People can see and meet others who work in different departments. In the old building it was different. People worked in their own rooms and had their own space. If you went to visit them it was like going on to someone else’s territory. The way we operate here is not only more transparent, it is more efficient.

Questions :

Q) Is this approach suitable for all service organizations?

Q) What key ingredients of the British Airways servicescape might be translated into smaller organizations?