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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management |
| **Course Title: Managing Service Operations, (Course Code:** 40523**)**  **End-Term Improvement Examination, Term – V (Batch 2021-23) (March, 2023)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**SECTION - A**

1. Describe the customer experience and outcomes for any two of the following industries:
   1. A chain of hypermarkets
   2. A chain of gyms
   3. A repair workshop for kitchen appliances

Compare and contrast the two industries you’ve chosen **(8 Marks)**

1. Think of a time when you recently received poor service. Service operations are important, that’s an established fact. Why in your opinion do certain companies deliver poor service? Give company names if possible. State how you would improve the services there**. (7 Marks)**

1. Compare the approaches of two organisations in the same service sector, one choosing to operate through intermediaries, the other preferring to deal with customers directly. What are the benefits and challenges of each approach? **(10 Marks)**

**SECTION - B**

**Q4.** Frito-Lay is a massive subsidiary of PepsiCo with 40 plus plants employing around 50,000 people in North America alone. At least seven of the company’s brands, which are over forty in number, each have a turnover of over a billion dollars in sales. Among these are:

Fritos, Lay’s Cheetos, Ruffles, and others. Operations is the focus of the company in various areas like designing products for a new market, meeting changing customer preferences, adjusting to rising commodity costs, subtle issues involving flavours and preservatives. Operations management (OM) is under constant cost, time, quality, and market preservatives. We will look here at one decision the company took, decisions that the OM team took.

In the food industry, product development kitchens experiment with new products, submit them to focus groups, and perform test marketing; services provided by this wing of the company for the benefit of the company as a whole. Once the product specifications have been set, processes capable of meeting those specifications and the necessary quality standards are created. The PR department claims that for Frito-Lay, quality begins at the farm, with onsite inspection of the potatoes used in Ruffles and the corn used in Fritos. Quality continues throughout the manufacturing process, with visual inspections and statistical process control of product variables such as oil, moisture, seasoning, salt, thickness, and weight. Additional quality evaluations are conducted throughout shipment, receipt, production, packaging, and delivery. Based on this case and what you’ve learned about Managing Service Operations, answer the following **Questions:**

* + - 1. How are the OM decisions applied at the company?
      2. The company is perceived to make and market some high-quality products which consumers love. Compare the product quality of a company in this segment which makes products superior to Frito-Lay. How can Frito-Lay learn from them?
      3. Repeat the same exercise for a company with inferior products and state steps that they can take to improve their quality to the superior standards of Frito-Lay.
      4. You are the general manager of one of the well performing properties. You’ve been asked by the MD to tell the rest of the team how you do it so they can learn and adopt best practices. In about 50 words state what you do that makes things click.
      5. You’ve been asked to take over as general manager of a property that’s not doing well. Among the problems faced there are corruption among the ranks, low collections despite the rooms being full (this includes non-reporting of collections), pilferage, etc. The person you’ve replaced has been sacked but the rest of the staff have yet been removed. You’ve been given six months to turn the property around. State your strategy.
      6. Generally, evaluate the performance measures in place.
      7. What overall improvements would you suggest? **(Total 15 Marks)**