

Reg. No. _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIFTH TRIMESTER MBA DEGREE EXAMINATION JAN 2019

OM-T5-8 SERVICE OPERATIONS MANAGEMENT

Max. Marks: 60

Duration: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. Outline the global trends in Services sector
2. Differentiate Outsourcing and Offshoring
3. Explain Decoupling inventories
4. "Customer satisfaction towards services is determined by many intangible factors." How can it be effectively measured?
5. Competitive clustering

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. A Service blueprint maps all the transactions constituting the service delivery process. Design a blueprint for any service of your choice.
7. Describe the operations- oriented strategies to vary capacity to match changing customer demand.
8. Simulation is a tool for evaluating ideas. Compose the application of simulation in any two service scenarios of your choice.
9. Explain Walk-Through Audit.
10. Elaborate the major factors to be considered in deciding a service facility location.

(3x10 marks = 30 marks)

Part C

Compulsory question, the question carries 20 marks

11. Taco Bell announced plans to step up its digital services in 2018, including adding self-serve ordering kiosks in restaurants. The Irvine-based chain, which operates more than 6,700 restaurants, said it has reached an agreement with its franchisees to fund new technologically-driven services that provide "customers and team members with frictionless digital experiences." Among the priorities for diners is to expedite the number of self-serve ordering stations at restaurants in 2018. The new program, called "All Access," is aimed at providing an easy connection – from delivery to group ordering. "Our fantastic relationship with our franchisees and our growth mindset has enabled us to create an aggressive plan to make Taco Bell an All Access brand," Taco Bell Chief Executive Brian

Niccol said in a statement. "We always aim to stay relevant with changing consumer tastes and trends, whether that be creating innovative menu items or offering the latest technology that connects customers to our brand when they want it, where they want it."

No organization has made a more comprehensive effort to measure relationships in the service-profit chain and fashion a strategy around them than the fast-food company, Taco Bell. Taco Bell's management tracks profits daily by unit, market manager, zone, and country. By integrating this information with the results of interviews that Taco Bell conducts with 800,000 customers annually, management has found that stores in the top quadrant of customer satisfaction ratings outperform the others by all measures. As a result, it has linked no less than 20% of all operations managers' compensation in company-owned stores to customer satisfaction ratings, realizing a subsequent increase in both customer satisfaction ratings and profits.

- a. Explain Service Profit Chain.
- b. How does technology enhance services? Comment with reference to Taco Bell.
- c. Describe the pros and cons of franchising a fast food service.
- d. Suggest a method which can be used by Taco Bell to evaluate the performance of various outlets.
- e. What are the various factors that influence the design of a service outlet?

(5x4= 20 marks)
