

*Answer any FIVE Questions One Question from Each Unit**All Questions Carry Equal Marks***UNIT-I**

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| 1. | a | Differentiate between goods and services with suitable examples. | 6M |
| | b | Explain the nature and characteristics of services that make them unique from tangible products. | 6M |

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| 2. | a | Discuss the Service-Process Matrix and its managerial implications. | 6M |
| | b | Explain the components of a Strategic Service Vision and its importance in global service management. | 6M |

UNIT-II

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| 3. | a | Examine how technology impacts service design and delivery in modern organizations. | 6M |
| | b | Describe the stages involved in new service design and development. | 6M |

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| 4. | a | Explain how services can be positioned and marketed to gain a competitive edge. | 6M |
| | b | Discuss the role of the Product/Service Life Cycle on performance objectives in service operations. | 6M |

UNIT-III

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| 5. | a | Define Service Quality. Explain the dimensions of SERVQUAL model in detail. | 6M |
| | b | How can organizations use TQM tools for service quality improvement? Illustrate with examples. | 6M |

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| 6. | a | Explain the concept of Quality Service by Design. How does it help with process control? | 6M |
| | b | Discuss the role of continuous improvement and performance excellence in service quality management. | 6M |

UNIT-IV

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| 7. | a | Explain the key factors influencing service facility design and layout. | 6M |
| | b | Describe the major techniques used for facility location decisions in service operations. | 6M |

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| 8. | a | Discuss how human resource development contributes to effective service delivery. | 6M |
| | b | Explain how service quality and continuous improvement can be integrated with facility design. | 6M |

UNIT-V

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| 9. | a | What are the key strategies for managing demand and supply in service organizations? | 6M |
| | b | Describe the qualitative and quantitative forecasting methods used in services. | 6M |

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| 10. | a | Explain the concept of Service Capacity Management and discuss its influencing factors. | 6M |
| | b | Discuss the approaches to measure and improve service productivity and performance. | 6M |

CASE STUDY

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| 11 | The Challenge at Urban Cure Hospitals | 15M |
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It was the first week of July, and Urban Cure Hospitals, one of the most trusted healthcare chains in the city, was buzzing with activity. The monsoon had brought with it not only heavy rains but also a wave of seasonal illnesses — dengue, flu, and viral

fevers.

Every morning, long queues of patients stretched outside the outpatient department. Doctors worked tirelessly, nurses rushed between wards, and administrative staff struggled to manage appointments. Despite everyone's hard work, the waiting time kept increasing, and patients' frustration was rising.

The hospital's Managing Director, Dr. Meera Rao, noticed a concerning pattern — the hospital was overloaded during some months and underutilized during others. She realized that the issue was not just about the number of patients but about how the hospital managed demand and capacity.

To tackle this, Dr. Meera formed a "Service Excellence Team" led by Rahul Menon, the Operations Manager. Rahul proposed an innovative idea — introducing an AI-based forecasting system that could predict patient inflows by analysing past records, weather changes, and local health trends.

Within a few weeks, the new system began to show promising results. The software accurately predicted when patient inflows would peak, helping the hospital plan staff schedules and resource allocation better.

Encouraged by this success, Urban Cure also launched teleconsultation services, allowing patients with minor ailments to consult doctors online. This move significantly reduced crowding in the hospital during peak times.

However, new challenges soon emerged. Many senior doctors and nurses were hesitant to use digital tools, fearing they would be difficult to learn. Some even felt that technology might reduce the personal touch that patients valued. The Operations Team conducted training sessions and awareness programs to help the staff understand that technology was meant to assist them — not replace them.

After a few months, the results spoke for themselves. Waiting times dropped by nearly 40%, patient satisfaction scores improved, and staff felt more confident managing demand fluctuations. Urban Cure had not only solved a capacity problem but had also taken a significant step toward becoming a digitally smart service organization.

Questions:

- a) What were the main service operation challenges faced by Urban Cure Hospitals?
- b) Suggest strategies to manage demand, capacity, and human resources to maintain service quality and efficiency.