

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2023**

**Course: Management of Service Organizations**  
**Program: BBA-SPZ-OM**  
**Course Code: MKTG2010**

**Semester: IV**  
**Time: 03 hrs.**  
**Max. Marks: 100**

**Instructions: All questions compulsory**

**SECTION A**  
**10Qx2M=20Marks**

S. No.		Marks	CO
Q1.	<b>Multiple choice questions</b>		
i)	Emergency services adopt variants of this rule, grading the nature of each demand between critical and non-essential. a. LIFO b. FIFO c. Most valuable first d. Most critical first	<b>2 Marks</b>	<b>CO1</b>
ii)	Benchmarking can help managers: a. Assess how well they are performing b. Set realistic performance targets c. Search out new ideas and practices d. All of the above	<b>2 Marks</b>	<b>CO1</b>
iii)	What is the full form of KDAM a. Key define area matrix b. Key define arena matrix c. Key decision area matrix d. Key decision arena matrix	<b>2 Marks</b>	<b>CO1</b>
iv)	The four main types of service processes are: a. Credibility, commodity, simplicity, complexity b. Simplicity, capability, commodity, complexity c. Capability, clarity, commodity, simplicity d. Commodity, ability, complexity, simplicity	<b>2 Marks</b>	<b>CO1</b>
v)	A balanced set of measures includes _____ Operational, financial, external and developmental measures Internal, external, operational and developmental measures Internal, financial, external and developmental measures Operational, internal, external and developmental measures	<b>2 Marks</b>	<b>CO1</b>

vi)	A triangle of company, customers and employees, internal marketing, external marketing communications and interactive marketing is known as _____ a. Marketing Triangle b. Service Triangle c. Communication Triangle d. Both a and b	2 Marks	CO1
vii)	_____ is not an element of people a. Motivation b. Teamwork c. Customer training d. Flow of activities	2 Marks	CO1
viii)	Which of the following is not a type of Service encounters? a. Remote encounters b. Phone encounters c. Face to face encounters d. Check-in encounters	2 Marks	CO1
ix)	Evaluation of medical diagnosis service mainly depends on _____ a. High in experience quality b. High in credence quality c. High in search quality d. Both a and c	2 Marks	CO1
x)	The mental energy spent by customers to acquire service is referred to as a. Time cost b. Mental cost c. Energy cost d. Acquisition cost	2 Marks	CO1

**SECTION B**  
**4Qx5M= 20 Marks**

<b>Q2.</b>	<b>Write short answers</b>		
i)	What is the impact of stress on service delivery? What are the causes of this stress and what can be done to deal with the causes of this stress.	5 marks	CO2
ii)	What are the reasons for gaps between customer perception of service delivery and customer expectation? How can they be closed?	5 marks	CO2
iii)	Discuss how consumers judge the service quality for information technology services	5 marks	CO2
iv)	Do customers in service organizations have different customer behaviors? What training and/or procedures can be provided to deal with these differences?	5 marks	CO2

**SECTION-C**  
**3Qx10M=30 Marks**

<b>Q3.</b>	<b>Write long answers</b>		
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i)	Analyse the servicescape of your favourite restaurant/eating place. What aspects encourage the 'right' behaviors in the customers and employees? Are there any aspects of the servicescape that you would change?	10 marks	CO3
ii)	Bernard Harrison, the chief executive of Singapore Zoo, is keen to continue developing the zoo: can you develop a new service concept for him?	10 marks	CO3
iii)	What is meant by the coping zone? What are the implications for staff and customers of a supermarket when the operation enters this zone?	10 marks	CO3

**SECTION-D**  
**2Qx15M= 30 Marks**

Q4.	<b>Case Study</b>		<b>CO4</b>
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	<p>The Singapore General Hospital (SGH) is the country's largest acute tertiary care hospital. It has a total of 1,612 beds and 22 clinical departments providing a comprehensive range of medical services. The hospital employs around 5,500 staff, from clinical and research directors to hospital attendants. SGH is structured as a private limited company for flexibility of operations, but is a not-for-profit organization owned by the Government of Singapore. The hospital's mission is to provide excellence in healthcare through cost-effective methods for the benefit of the patient, community, and staff. Lawrence Lim is the hospital's chief executive officer, and he explains how it delivers its mission: The hospital has three 'pillars' supporting our mission statement. Service, that is taking care of our patients, is our number-one priority. The second pillar is teaching and nurturing the next generations of caregivers, doctors, nurses, physiotherapists, etc., and the third area is undertaking clinical research to expand our knowledge and skills in medical science. In terms of service, we aim to offer our patients 'best outcome, best experience'. We want to provide the best outcome by providing the best clinical care. I know people do not wish to come to a hospital, but if they have to, we want to provide them with the best experience possible. This idea was derived and drawn up by the doctors and administrators together and provides a common purpose, mindset and language that permeate the whole hospital. There are four key principles underlying this:</p> <ul style="list-style-type: none"> <li>● assure best outcomes (i.e. clinical quality)</li> <li>● create seamless service (i.e. operational quality)</li> <li>● build relationships</li> <li>● delight with personalized care (i.e. service quality).</li> </ul> <p>We have a quality council comprising doctors and administrators that come together to chart the strategies and programs for quality in the hospital. They discuss clinical quality, which has to do with getting doctors, nurses, physiotherapists, etc. to produce the best outcome for the patient. We also talk about operational quality, that is how we move a patient around and how we organize our services around the patient. These activities mainly concern operational processes, which we try to 'engineer' to create a seamless service for the patient. We are also concerned with service</p>		
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	<p>quality, which is about the individual; building a relationship with the patients and showing that we care. From the patients' perspective all these three types of quality, i.e. clinical, operational and service, are intertwined, but we need to ensure that our staff are focused on all of them too. We have worked with all the different people in the hospital to try to get everybody to think how they can improve the service. We get them to think about communication skills, even grooming, dress and body language. We are a government hospital and people's concept of a government hospital in the past is that it is bureaucratic, officious and slow to respond. I always tell my staff, let's surprise the patient!</p> <p>Questions</p> <p>1 How has Lawrence Lim focused his staff on providing 'best outcome, best experience'?</p> <p>2 From whom do you think he encountered most resistance, and why?</p>	<p><b>15 marks</b></p> <p><b>15 marks</b></p>	<p><b>CO4</b></p> <p><b>CO4</b></p>