**Service Operations Management**

**September 2024 Examination**

**Q1. Service operation involves process decisions at various levels of hierarchy in the organization. Enlist and explain in detail the three levels of hierarchy in organisations and briefly discuss the respective processes at each level. Provide your explanation by giving a reference/ example of any Healthcare setup of your choice. (10 Marks)**

**Ans 1.**

**Introduction**

Service operations management is a crucial aspect of any organization, particularly in the healthcare sector, where efficiency, quality, and patient satisfaction are paramount. The management of service operations involves making decisions at various levels of the organizational hierarchy, ensuring that the processes align with the overall goals of the organization. These levels of hierarchy can be broadly classified into three: strategic, tactical, and operational. Each level has its unique processes and responsibilities, contributing to the overall effectiveness of the organization. In a healthcare setup, such as a hospital or a clinic, the importance of these hierarchical levels becomes even more pronounced, as decisions at each level directly impact

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**Q2. Service engineers/designers play a significant role in setting up of an efficient service operation setup. Enlist and explain the techniques that service engineers take as a reference to evaluate and setup a service model. Explain in context of a reference from the Hospitality sector like a Resort or Recreation center. (10 Marks)**

**Ans 2.**

**Introduction**

In the competitive world of hospitality, particularly within resorts and recreational centers, the role of service engineers or designers is pivotal in sculpting an environment that not only meets but exceeds guest expectations. These professionals are tasked with creating efficient and effective service operations that enhance the customer experience while ensuring operational sustainability. To accomplish this, service engineers employ various techniques to evaluate existing systems and design new service models. These techniques are aimed at optimizing every aspect of service

**Q3. The Educational ‘Industry’ is a fine example wherein the Service operations requires detailed planning prior to the commencement of each academic cycle. Their stakeholders, ie students, parents, etc are involved in various capacities in the processes/operations that these educational institute provide. With reference to the education sector discuss the following aspects of service operations.**

**a. The ‘stakeholder’ will not be involved in all aspects the service operation, and hence the service operations need not plan all the aspects like infrastructure, working areas of their facilities to be accessible and/or visible to customers. Discuss these aspects of service operation with the concept of 'Decoupling' in an institute’s premises. (5 Marks)**

**Ans 3a.**

**Introduction**

In the educational sector, service operations management involves intricate planning and engagement with various stakeholders, including students, parents, and faculty. While stakeholders are integral to the institution's functioning, not all operational aspects need their direct involvement. This selective engagement is strategically managed through a concept known as 'decoupling.' Decoupling in educational institutions involves separating certain operational areas from direct stakeholder interaction, which allows the institution to optimize functionality

**b. Briefly highlight who the Service manager is in such organisations and discuss the challenges faced by them to manage these service operations? (5 Marks)**

**Ans 3b.**

**Introduction**

In educational institutions, the role of the Service Manager is pivotal in ensuring that the array of services provided runs smoothly and effectively. This role typically encompasses a broad range of responsibilities, from overseeing daily administrative tasks to strategic planning and stakeholder engagement. The Service Manager must navigate a unique set of challenges that arise from the diverse needs of students, faculty, and other stakeholders, making this a complex but crucial