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GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– III EXAMINATION – WINTER 2019****Subject Code: 3539292****Date: 02-12-2019****Subject Name: Designing Operations Systems****Time: 10:30 AM TO 1.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** Definitions / terms / explanations / short questions based on concepts of theory/practical **14**
- (a) Define Buffering
 - (b) Differentiate Make to stock V/s Make to order
 - (c) Define Efficiency with example
 - (d) Discuss throughput time reduction process
 - (e) Work Sampling as work performance measurement
 - (f) Define Job enrichment
 - (g) Define pacing
- Q.2** (a) Discuss various types of production layout formats with examples. **07**
- (b) Discuss various steps involved in assembly line balancing. **07**
- OR**
- (b) What kind of layout is used in a physical fitness center? **07**
- Q.3** (a) Discuss the service system design matrix to structure service encounter. **07**
- (b) Discuss Blue Printing and Fail-Safing with respect to service process. **07**
- OR**
- Q.3** (a) Discuss various types of service delivery approaches with example. **07**
- (b) Could a service firm use a product-line approach or self-serve design and still keep a high customer focus. Explain your answer with example. **07**
- Q.4** (a) Discuss how behavioral science can be applied to service encounters. **07**
- (b) Discuss role of service guarantee in designing service to deliver. **07**
- OR**
- Q.4** (a) Discuss various strategies to manage customer introduced variability. **07**
- (b) Discuss High Contact and Low Contact operations for different forms of services with example. **07**

Contact Centers Should Take a Lesson from Local Businesses

There are now three bagel shops in my hometown, two of which are fairly rudimentary in nature: They sell bagels, cream cheese, and coffee, Good bagels, but nothing fancy.

The third store is part of a large, Boston-area chain, and the bagels there are also good. The store often has children's entertainment and has a large seating area with games, free newspapers, and room to spread out and relax. Last, and most important, it has a system that consists of a conveyor belt running across the length of the counter- between the register and the "smearing" operation-with a huge circular saw in the center. As bagels are ordered, they are tossed onto the conveyor, sliced in half by the saw, and travel at high speed to the end of the conveyor. In other words, store number three isn't just a bagel store; it's entertainment as well.

But that store has lost my business... At least 30 percent of the time we order from this store, the order is wrong and the schemers at store number three are probably the most stressed cream cheese- appliers ever. The look of terror on their faces from the constant pressure of the sliced bagels whizzing down the conveyor toward them is similar to the look I' ve seen on the faces of customer service reps in oh-so-many call centers.

Does this happen in your call center? Think about it. The system that makes store number three so very profitable just cost it what I'd argue is a pretty profitable customer.

There's also hardware store in my hometown (actually, two). In the next town, there is a Home Depot, which I've frequented many a weekend, but not anymore. Our kitchen sink had been leaking on and off for six months, though the leak had been patched. The prospect of standing in line at Home Dept yet again, waiting for service and searching through what seemed like thousands of O- rings to find the right one, was not what I had planned for the weekend.

So I changed my plan and went to my local hardware store. As expected, the prices were at least two times what Home Depot charges, but the service was fabulous, particularly the part when the plumbing department manager suggested a little trick that would prevent the O- ring from failing. I look my expensive O-ring, went home, tried his suggestion, and five minutes later was finished. Not a drop since.

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| (a) | What lessons are there form these two examples for contact (call) center managers? | 07 |
| (b) | What are the dilemmas posed in solving these problems in the context of a call center? | 07 |

OR

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| Q.5 | (a) What solution can be given to organization in such case? | 07 |
| | (b) Discuss the manufacturing process layout would be more preferable to such organization. | 07 |
