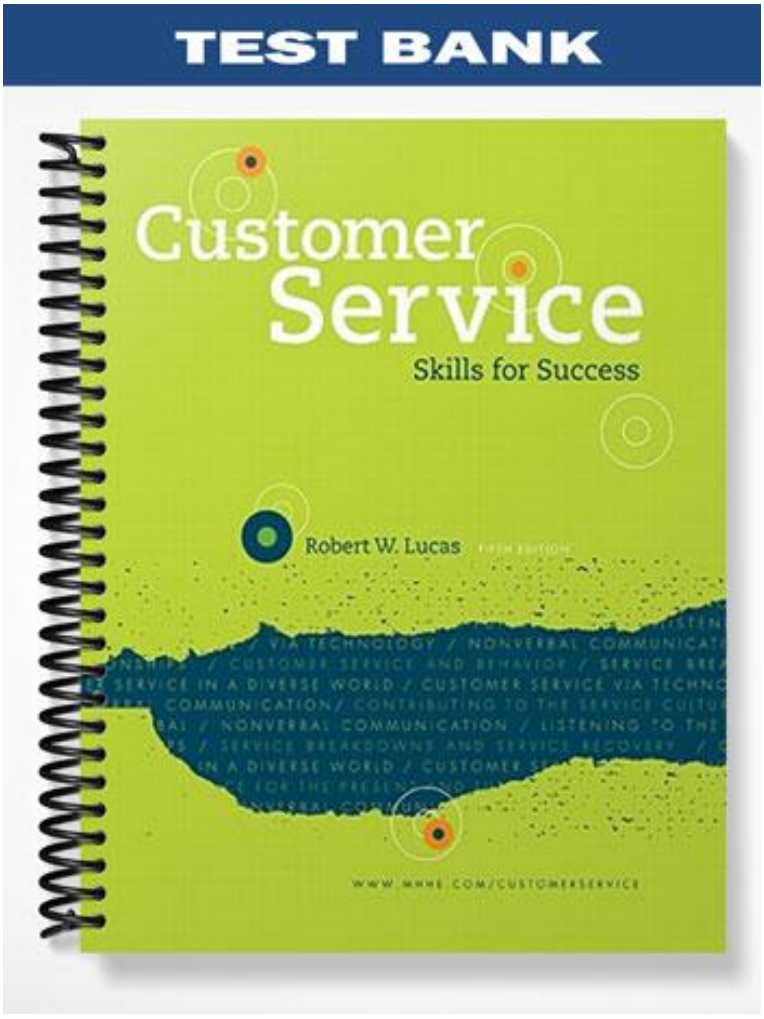
TEST BANK


Customer
Service
Skills for Success
Robert W. Lucas
FIFTH EDITION
WWW.MHHE.COM/CUSTOMERSERVICE

Chapter 002 Contributing to the Service Culture

True / False Questions

1. Service culture is the same for every organization.

   True False

2. Typical elements of a service culture are management, supervisors/leaders, front-line providers and customers.

   True False

3. Successful companies have senior management at the top and customers at the bottom of the organization hierarchy.

   True False

4. It is cheaper to get new customers than to keep the old ones.

   True False

5. In the past, a company's response to try and hold customers was to make changes to its product and service lines.

   True False

6. A company's mission is generally driven from top to bottom of the organization.

   True False

7. The way an organization delivers its products and services is through the human resources department.

   True False

8. RUMBA is a dance performed by management and workers.

   True False

9. A service provider helps determine approaches for service success.

   True False

10. A Website that is hard to navigate or that takes a long time to load will be accepted by customers, since it shows that the company is very technically savvy.

    True False

11. The two types of delivery systems are direct and indirect contact.

    True False

12. Companies can save money by reducing health benefits or retirement payments.

    True False

13. Ethical behavior is based on values of the society, organization and employees.

    True False

14. You can get a good idea of the existing type of services environment by asking if employees are provided guidelines and empowered to do whatever is necessary to satisfy the customer.

    True False

15. Customers are concerned about value for their money and/or effective and efficient service.

    True False

16. Any policy, procedure, action or inaction on the part of an organization contributes to the service culture.

    True False

17. Employer expectations are perceptions about positive and negative aspects of the workplace.

    True False

18. A sole proprietorship is a one-owner business.

    True False

19. An effective return policy is another gauge customers use to determine if they want to spend their money and time with your business.

    True False

20. Mentee are typically less experienced recipients of the efforts of their mentors.

    True False

21. A service culture starts at the bottom of the organization and filters up to top management.

    True False

22. Mystery shoppers and customer satisfaction surveys are tools for data collection.

    True False

23. If a customer service environment exists, the company asks for government feedback regularly and acts upon it.

    True False

24. Customers want basic courtesy which involves pleasantries such as "please" and "thank you".

    True False

25. Business etiquette dictates that you return all calls when you have time.

    True False

Multiple Choice Questions

26. In a top down-oriented organization:

A. Customers are at the top of the hierarchy
B. Middle management is at the top
C. Customers come before senior management
D. Upper management is at the top of the hierarchy

27. In successful organizations, upper management:

A. Makes themselves available in spurts to front-line employees
B. Becomes invisible so workers can perform
C. Makes themselves clearly visible to front-line employees
D. Avoids a mission or service philosophy

28. The direction or vision of an organization that supports day-to-day interaction with customers is the:

A. Delivery system
B. Service philosophy or mission
C. Training conducted
D. Tone of the entire group's procedures

29. Materials, products and services that are state of the art, competitively priced and meet the needs of customers are the elements that define a successful organization. These include:

A. Products and services
B. Policies and procedures
C. The service mission
D. Employee rules

30. RUMBA includes all of the following characteristics, except:

A. Realistic
B. Unreliable and understandable
C. Measurable and believable
D. Attainable

31. The task assignment that service providers assume are:

A. Employee expectations
B. Unrealistic
C. Employee roles
D. Employee retirement goals

32. Service measurements can be in terms of:

A. Obstructing employee performance
B. Overburdening workers with multiple assignments
C. Allowing other employees to have conflicting priorities
D. Customer feedback

33. The determining factor in goal attainment is:

A. Knowing the right people
B. You and your attitude toward achieving the goals
C. Having a systems breakdown
D. Having a mentor

34. If you allow organizations to "fix themselves," often done as a test, you may:

A. Develop integrity as a by-product
B. Lose a customer and/or gain negative publicity
C. Always get a second chance from customers
D. Develop your technical expertise at the product level

35. The ability to work in an environment in which free thinking and creativity are encouraged, needed and helpful in a nonprofit environment is known as:

A. Entrepreneur spirit
B. Team orientation
C. Integrity
D. Time management skills

36. When customer service problems occur and the culture is not customer-focused, the important question for the organization is "How do we fix our system?" and the answer is:

A. Find an acceptable excuse customers will accept
B. Call the IT person to fix it
C. Make a commitment to the customer and establish an environment to support it
D. Hire a team to establish a survey of your products since obviously that is the issue

37. Examples of ways to recognize good performance includes all of these, except:

A. Reductions in benefits such as break times
B. Incentives such as gifts or trips
C. Employee activities
D. Public recognition

38. Those who spend time and effort to benefit and assist others in an organization are:

    A. Mentees
    B. Mentors
    C. Motivators
    D. First-line supervisors

39. You should be ready to be a mentor with all of the following characteristics, except:

    A. Lack of time to devote to the mentee
    B. Enthusiasm and willingness to mentor
    C. Good communication skills
    D. Self-confidence

40. The word used to describe the giving of decision-making and problem-solving authority to lower-level employees is:

    A. Training
    B. Empowerment
    C. Encouragement
    D. Self-motivation

41. Many communities have lists of seminars, programs and other resources that may promote excellent opportunities for:

    A. Empowerment
    B. Mentors
    C. Mentees
    D. Training

42. The best way to create a service culture is to:

A. Get a consultant and pay him or her to develop one
B. Get involved with a consumer-protection organization
C. Get everyone involved in the organization in planning and brainstorming
D. Work with a focus group

43. Reference to the processes in an organization that make service to customers seamless by ensuring that things work properly and the customer is satisfied is the:

A. Customer-friendly system
B. Service delivery system
C. Product development system thinking
D. Extension of the hours of operation

44. The mechanism or strategies used by an organization to provide service to customers is known as:

A. Private nonprofit companies
B. Service delivery systems
C. Customer-friendly systems
D. Human resources

45. One of the benefits of outsourcing is to:

A. Affect adversely the morale of survivors
B. Deal with strangers in the organization
C. Affect a more complex management
D. Avoid the need to purchase and update a myriad of equipment

46. An informal follow-up opportunity provides ways to let customers know that you want to keep them as customers and includes all of the following, except:

A. A formal customer service satisfaction survey
B. Thank-you cards being sent to the customer
C. Special sale mailings
D. Birthday cards sent to the customer

47. Learning about a company's level of service commitment can be:

A. Helpful if you currently work for an organization.
B. Used to compare your department to another.
C. Useful if you are interviewing for a job.
D. A part of your résumé and application.

48. Customers want and expect common things if they are to keep doing business with you, such as:

A. Avoiding niceties such as please or thank you
B. Keeping them waiting for service without explanation
C. Recognition, timely service, courtesy, empathy and patience, among others
D. Emotional behavior

49. Successful organizations are customer-centered or _____ _____ and focus on individual needs.

A. Customer-driven
B. Customer-centric
C. Customer-culture
D. Customer-attitudes

50. _____ _____ is the direction or vision of an organization that supports day-to-day interactions with the customer.

A. Customer service
B. Employee role
C. Service philosophy
D. Delivery systems

51. According to the book, after a performance goal has been set by the employer and employee, it should be evaluated in _____ days.

A. 15
B. 30
C. 45
D. 75

52. The determining factor for attaining performance goals is _____.

A. Time off
B. Motivation
C. You
D. Money

53. All of these are good practices for separating average companies from excellent companies:

A. The status quo is acceptable
B. Executives spend time with customers
C. Customer feedback is regularly asked for
D. Partnerships with customers are common

54. Successful small business employees possess all but one of the following:

A. Flexibility
B. Creativity
C. Problem solving
D. Non-initiative

Short Answer Questions

55. Customers expect service employees to have several qualifications and competencies in large and small businesses. What are these skills and what may happen if you fail to possess or exhibit them?

56. Explain why there is a delicate balance in selecting a service delivery system.

57. Explain how a mentor could assist new employees.

58. Define a customer-friendly system.

True / False Questions

1. Service culture is the same for every organization.
(p. 42)

FALSE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

2. Typical elements of a service culture are management, supervisors/leaders, front-line providers and customers.
(p. 42)

TRUE

Bloom's Taxonomy: Understanding
Difficulty: Easy
Learning Outcome: 2.1

3. Successful companies have senior management at the top and customers at the bottom of the organization hierarchy.
(p. 42)

FALSE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

4. It is cheaper to get new customers than to keep the old ones.
(p. 43)

FALSE

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

5. In the past, a company's response to try and hold customers was to make changes to its product and service lines.
(p. 43)

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Medium
Learning Outcome: 2.1

6. A company's mission is generally driven from top to bottom of the organization.
(p. 44)

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

7. The way an organization delivers its products and services is through the human resources department.
(p. 45)

FALSE

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

8. RUMBA is a dance performed by management and workers.
(p. 45)

FALSE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

9. A service provider helps determine approaches for service success.
(p. 44)

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

10. A Website that is hard to navigate or that takes a long time to load will be accepted by customers, since it shows that the company is very technically savvy.
(p. 59)

FALSE

Bloom's Taxonomy: Understanding
Difficulty: Hard
Learning Outcome: 2.3

11. The two types of delivery systems are direct and indirect contact.
(p. 60)

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.3

12. Companies can save money by reducing health benefits or retirement payments.
(p. 61)

TRUE

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.3

13. Ethical behavior is based on values of the society, organization and employees.
(p. 50)

TRUE

Bloom's Taxonomy: Understanding
Difficulty: Hard
Learning Outcome: 2.1

14. You can get a good idea of the existing type of services environment by asking if employees are provided guidelines and empowered to do whatever is necessary to satisfy the customer.
(p. 62)

TRUE

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.3

15. Customers are concerned about value for their money and/or effective and efficient service.
(p. 68)

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.6

16. *(p. 42)* Any policy, procedure, action or inaction on the part of an organization contributes to the service culture.

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

17. *(p. 45)* Employer expectations are perceptions about positive and negative aspects of the workplace.

FALSE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

18. *(p. 49)* A sole proprietorship is a one-owner business.

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Medium
Learning Outcome: 2.1

19. *(p. 51)* An effective return policy is another gauge customers use to determine if they want to spend their money and time with your business.

TRUE

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

20. *(p. 54)* Mentee are typically less experienced recipients of the efforts of their mentors.

TRUE

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

21. *(p. 58)* A service culture starts at the bottom of the organization and filters up to top management.

FALSE

Bloom's Taxonomy: Applying
Difficulty: Medium
Learning Outcome: 2.1

22. *(p. 63)* Mystery shoppers and customer satisfaction surveys are tools for data collection.

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.3

23. *(p. 64)* If a customer service environment exists, the company asks for government feedback regularly and acts upon it.

FALSE

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.3

24. *(p. 69)* Customers want basic courtesy which involves pleasantries such as "please" and "thank you".

TRUE

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.5

25. *(p. 66)* Business etiquette dictates that you return all calls when you have time.

FALSE

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.4

Multiple Choice Questions

26. In a top down-oriented organization:
(p. 44)

A. Customers are at the top of the hierarchy
B. Middle management is at the top
C. Customers come before senior management
D. Upper management is at the top of the hierarchy

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

27. In successful organizations, upper management:
(p. 44)

A. Makes themselves available in spurts to front-line employees
B. Becomes invisible so workers can perform
C. Makes themselves clearly visible to front-line employees
D. Avoids a mission or service philosophy

Bloom's Taxonomy: Applying
Difficulty: Medium
Learning Outcome: 2.1

28. The direction or vision of an organization that supports day-to-day interaction with customers is the:
(p. 45)

A. Delivery system
B. Service philosophy or mission
C. Training conducted
D. Tone of the entire group's procedures

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

29. Materials, products and services that are state of the art, competitively priced and meet the needs of customers are the elements that define a successful organization. These include:
(p. 44)

A. Products and services
B. Policies and procedures
C. The service mission
D. Employee rules

Bloom's Taxonomy: Remembering
Difficulty: Medium
Learning Outcome: 2.1

30. RUMBA includes all of the following characteristics, except:
(p. 46)

A. Realistic
B. Unreliable and understandable
C. Measurable and believable
D. Attainable

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

31. The task assignment that service providers assume are:
(p. 45)

A. Employee expectations
B. Unrealistic
C. Employee roles
D. Employee retirement goals

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.1

32. Service measurements can be in terms of:
(p. 46)

A. Obstructing employee performance
B. Overburdening workers with multiple assignments
C. Allowing other employees to have conflicting priorities
D. Customer feedback

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.1

33. The determining factor in goal attainment is:
(p. 36)

A. Knowing the right people
B. You and your attitude toward achieving the goals
C. Having a systems breakdown
D. Having a mentor

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

34. If you allow organizations to "fix themselves," often done as a test, you may:
(p. 51)

A. Develop integrity as a by-product
B. Lose a customer and/or gain negative publicity
C. Always get a second chance from customers
D. Develop your technical expertise at the product level

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

35. *(p. 50)* The ability to work in an environment in which free thinking and creativity are encouraged, needed and helpful in a nonprofit environment is known as:

A. Entrepreneur spirit
B. Team orientation
C. Integrity
D. Time management skills

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.1

36. *(p. 50)* When customer service problems occur and the culture is not customer-focused, the important question for the organization is "How do we fix our system?" and the answer is:

A. Find an acceptable excuse customers will accept
B. Call the IT person to fix it
C. Make a commitment to the customer and establish an environment to support it
D. Hire a team to establish a survey of your products since obviously that is the issue

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

37. *(p. 53)* Examples of ways to recognize good performance includes all of these, except:

A. Reductions in benefits such as break times
B. Incentives such as gifts or trips
C. Employee activities
D. Public recognition

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

38. *(p. 41)* Those who spend time and effort to benefit and assist others in an organization are:

A. Mentees
B. Mentors
C. Motivators
D. First-line supervisors

Bloom's Taxonomy: Remembering
Difficulty: Medium
Learning Outcome: 2.1

39. *(p. 55)* You should be ready to be a mentor with all of the following characteristics, except:

A. Lack of time to devote to the mentee
B. Enthusiasm and willingness to mentor
C. Good communication skills
D. Self-confidence

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

40. *(p. 56)* The word used to describe the giving of decision-making and problem-solving authority to lower-level employees is:

A. Training
B. Empowerment
C. Encouragement
D. Self-motivation

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

41. *(p. 56)* Many communities have lists of seminars, programs and other resources that may promote excellent opportunities for:

A. Empowerment
B. Mentors
C. Mentees
D. Training

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

42. *(p. 57)* The best way to create a service culture is to:

A. Get a consultant and pay him or her to develop one
B. Get involved with a consumer-protection organization
C. Get everyone involved in the organization in planning and brainstorming
D. Work with a focus group

Bloom's Taxonomy: Remembering
Difficulty: Medium
Learning Outcome: 2.2

43. *(p. 45)* Reference to the processes in an organization that make service to customers seamless by ensuring that things work properly and the customer is satisfied is the:

A. Customer-friendly system
B. Service delivery system
C. Product development system thinking
D. Extension of the hours of operation

Bloom's Taxonomy: Understanding
Difficulty: Hard
Learning Outcome: 2.3

44. *(p. 58)* The mechanism or strategies used by an organization to provide service to customers is known as:

A. Private nonprofit companies
B. Service delivery systems
C. Customer-friendly systems
D. Human resources

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.3

45. *(p. 60)* One of the benefits of outsourcing is to:

A. Affect adversely the morale of survivors
B. Deal with strangers in the organization
C. Affect a more complex management
D. Avoid the need to purchase and update a myriad of equipment

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.3

46. *(p. 68)* An informal follow-up opportunity provides ways to let customers know that you want to keep them as customers and includes all of the following, except:

A. A formal customer service satisfaction survey
B. Thank-you cards being sent to the customer
C. Special sale mailings
D. Birthday cards sent to the customer

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.6

47. Learning about a company's level of service commitment can be:
(p. 68)

A. Helpful if you currently work for an organization.
B. Used to compare your department to another.
C. Useful if you are interviewing for a job.
D. A part of your résumé and application.

Bloom's Taxonomy: Applying
Difficulty: Medium
Learning Outcome: 2.5

48. Customers want and expect common things if they are to keep doing business with you, such as:
(p. 53-54)

A. Avoiding niceties such as please or thank you
B. Keeping them waiting for service without explanation
C. Recognition, timely service, courtesy, empathy and patience, among others
D. Emotional behavior

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

49. Successful organizations are customer-centered or _____ _____ and focus on individual needs.
(p. 42)

A. Customer-driven
B. Customer-centric
C. Customer-culture
D. Customer-attitudes

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

50. *(p. 44)* _____ _____ is the direction or vision of an organization that supports day-to-day interactions with the customer.

A. Customer service
B. Employee role
C. Service philosophy
D. Delivery systems

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

51. *(p. 45)* According to the book, after a performance goal has been set by the employer and employee, it should be evaluated in _____ days.

A. 15
B. 30
C. 45
D. 75

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.1

52. *(p. 47)* The determining factor for attaining performance goals is _____.

A. Time off
B. Motivation
C. You
D. Money

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

53. All of these are good practices for separating average companies from excellent companies:
(p. 68)

A. The status quo is acceptable
B. Executives spend time with customers
C. Customer feedback is regularly asked for
D. Partnerships with customers are common

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.5

54. Successful small business employees possess all but one of the following:
(p. 71)

A. Flexibility
B. Creativity
C. Problem solving
D. Non-initiative

Bloom's Taxonomy: Remembering
Difficulty: Easy
Learning Outcome: 2.6

Short Answer Questions

55. *(p. 48)* Customers expect service employees to have several qualifications and competencies in large and small businesses. What are these skills and what may happen if you fail to possess or exhibit them?

Customers expect service employees to have:
Broad general knowledge of products and service
Interpersonal communication skills
Technical expertise related to products sold and serviced
Positive, customer-focused "can do" attitude
Initiative
Motivation
Integrity
Loyalty (to the organization, to products and to customers)
Team spirit
Creativity
Sound ethics
Time management skills
Problem-solving capability
Conflict resolution skills
(Student may list any number of these that the instructor requires)
If the service employee fails to possess or exhibit these, the end result could be a breakdown between you and the customer, with ultimately negative repercussions.

Bloom's Taxonomy: Analyzing
Difficulty: Hard
Learning Outcome: 2.1

56. Explain why there is a delicate balance in selecting a service delivery system.
(p. 57)

Each customer is unique and has personal preferences.

Bloom's Taxonomy: Applying
Difficulty: Medium
Learning Outcome: 2.2

57. Explain how a mentor could assist new employees.
(p. 54)

Mentors are well acquainted with the organization and its policies, politics and processes.

Bloom's Taxonomy: Understanding
Difficulty: Medium
Learning Outcome: 2.1

58. Define a customer-friendly system.
(p. 58)

Advertising, complaint resolution, delivery systems.

Bloom's Taxonomy: Applying
Difficulty: Hard
Learning Outcome: 2.3