Managing Hospitality Organizations 3rd edition Ford Test Bank

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Managing Hospitality Organizations (3rd)

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Total Questions: 73

Multiple Choice (27)

Q1. *[Multiple Choice] · Cognitive Domain: Knowledge*

A guestologist _____.

a) asks guests their opinion of the service experience
b) plans for the expectations of a company's targeted customers ✓ correct
c) is an experienced guest
d) is someone who interacts with guests during the service experience

Q2. *[Multiple Choice] · Cognitive Domain: Knowledge*

We have transitioned from a service economy to a(n) _____ economy.

a) industrial
b) information
c) experience ✓ correct
d) luxury

Q3. *[Multiple Choice] · Cognitive Domain: Comprehension*

The primary challenge to the hospitality service provider is the _____.

a) uniqueness of each guest experience ✓ correct
b) actions of the employees directly interacting with customers
c) global nature of the industry
d) successful collaboration of different departments of a company

Q4. *[Multiple Choice] · Cognitive Domain: Knowledge*

A major tool guestologists use is _____.

a) observation
b) surveying
c) theorizing
d) probabilistic statistics ✓ correct

Q5. *[Multiple Choice] · Cognitive Domain: Comprehension*

The major responsibility for fulfilling the expectations created by the marketing department and by the past experiences of repeat guests lies with the _____ of the organization.

a) marketing department
b) operations side ✓ correct
c) advertising department
d) general manager

Q6. *[Multiple Choice] · Cognitive Domain: Knowledge*

In the hospitality field, quality and value can only be defined by the _____.

a) organization
b) economy
c) culture
d) guest ✓ correct

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Q7. *[Multiple Choice] · Cognitive Domain: Comprehension*

Guestology can be best defined as _____.

a) stories about good experiences of hospitality guests

b) the study of how guests behave in hospitality organizations ✓ correct

c) the art of treating customers like guests

d) The study of the demographics of guests

Q8. *[Multiple Choice] · Cognitive Domain: Comprehension*

The principles of guestology can be applied appropriately to _____.

a) internal customers

b) external customers

c) both internal and external customers ✓ correct

d) neither internal nor external customers

Q9. *[Multiple Choice] · Cognitive Domain: Comprehension*

The study of guests is important because _____.

a) sometimes they do what you want and sometimes they don't

b) managing guests is like making cars—you have to study them to understand them

c) your guest defines the value and quality of your service ✓ correct

d) guest-focused organizations have higher employee morale

Q10. *[Multiple Choice] · Cognitive Domain: Comprehension*

The service product is _____.

a) a mixture of tangibles and intangibles ✓ correct

b) only the tangible part of the service experience

c) only the intangible part of the service experience

d) the same thing as the service experience

Q11. *[Multiple Choice] · Cognitive Domain: Comprehension*

The moment of truth refers to _____.

a) the term used at Walt Disney World when a security guard suspects a guest of stealing

b) the moment when a chef receives a food order from a server

c) one single moment during a variety of interactions between the guest and the organization ✓ correct

d) a term used by Bruce Laval to describe a phase of guestology

Q12. *[Multiple Choice] · Cognitive Domain: Knowledge*

The term servicescape refers to _____.

a) a Carnival Cruise Lines vacation package

b) the service setting or environment ✓ correct

c) a way to get out of a service experience

d) the service product

Q13. *[Multiple Choice] · Cognitive Domain: Knowledge*

Who defines the quality and value of the hospitality experience?

a) J. D. Power

b) Consumer Reports

c) Organizational managers, when they design the experience in the first place

d) The guest ✓ correct

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Q14. *[Multiple Choice] · Cognitive Domain: Comprehension*

The challenge of hospitality is best explained as _____.

a) getting employees to smile at all guests
b) finding employees with good experience in hospitality
c) offering at least the level of service the guest wants and expects every time, perfectly ✓ correct
d) providing a good product regardless of the setting or the service delivery system

Q15. *[Multiple Choice] · Cognitive Domain: Comprehension*

An organization knows it has met guest expectations when _____.

a) the service experience is delivered exactly the way the organization wanted it to be delivered
b) guests report that their expectations have been met ✓ correct
c) the guest experience as advertised and as delivered is the same
d) the employees report to management that guest expectations have been met

Q16. *[Multiple Choice] · Cognitive Domain: Comprehension*

The quality of the guest-service experience is defined as _____.

a) the difference between what the guest expected and what the guest actually got ✓ correct
b) inversely proportional to the cost
c) an objectively determined value that can be calculated by the formula Qe = Qed – Qee
d) the absolute value as defined by the formula. Qed + Qee/Qe

Q17. *[Multiple Choice] · Cognitive Domain: Analysis*

The value of a guest experience is equal to the _____.

a) quality of the guest experience; they are the same
b) quality of the experience divided by the costs of all kinds ✓ correct
c) dollar value of the experience to guests
d) price charged for the experience less the cost of goods sold

Q18. *[Multiple Choice] · Cognitive Domain: Comprehension*

The first step in understanding how to manage the guest experience is _____.

a) defining the service product
b) organizing the top management team
c) hiring the right people
d) understanding the guests in the target market ✓ correct

Q19. *[Multiple Choice] · Cognitive Domain: Knowledge*

KSAs stand for _____.

a) Key Strategic Activities
b) Knowledge, Skills, and Abilities ✓ correct
c) Knowing Service Actions
d) Keeping Service Alert

Q20. *[Multiple Choice] · Cognitive Domain: Comprehension*

What does guestology do differently from traditional management thinking?

a) It makes employees the top priority.
b) It incorporates social psychology into the planning process.
c) It analyzes the guest experience from the customer's or guest's point of view. ✓ correct
d) Uses guest's financial ability to pay to lead product development.

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Q21. *[Multiple Choice] · Cognitive Domain: Comprehension*

Responsibility for bringing first-time or infrequent guests to the organization usually lies with the _____.

a) operations department for delivering service that enhances the organization's reputation
b) marketing department for making promises about what expectations will be met ✓ correct
c) corporate leadership for making strategic decisions on which demographics to pursue
d) the accounting department who sets the prices

Q22. *[Multiple Choice] · Cognitive Domain: Comprehension*

Guestology is different than traditional management thinking because it focuses on _____.

a) complex organizational design
b) the guest experience from the guest's point of view ✓ correct
c) lean production and organizational efficiency
d) looking at the guest experience from the employees' point of view

Q23. *[Multiple Choice] · Cognitive Domain: Application*

Which of the following is an example of the physical production process in the service delivery system at a restaurant?

a) Cooking of the food ✓ correct
b) Serving of the food
c) Management checking on tables
d) Point-of-sales system

Q24. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which type of statistics is used by guestologists to identify how organizations can respond to guests needs, wants, capabilities, and expectations?

a) Actuary
b) Economic
c) Regression
d) Probabilistic ✓ correct

Q25. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which department in an organization creates the expectations guests need to be delivered?

a) Operations
b) Marketing ✓ correct
c) Management
d) Accounting

Q26. *[Multiple Choice] · Cognitive Domain: Comprehension*

When complaining, which of the following includes the guest's most bothersome issue?

a) Impersonal service
b) Employees annoyed by requests for assistance
c) Harsh, disrespectful treatment by employees ✓ correct
d) Mistake-free, careful, and reliable service

Q27. *[Multiple Choice] · Cognitive Domain: Analysis*

In which of the following scenarios does the value of the experience exceed expectation?

a) Low quality, low cost
b) High quality, low cost ✓ correct
c) High quality, high cost
d) Low quality, high cost

True/False (36)

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Q28. *[True/False] · Cognitive Domain: Knowledge*

Internal customers are customers who are patronizing the business.

a) True

b) False ✓ correct

Correct answer: False

Q29. *[True/False] · Cognitive Domain: Knowledge*

The tangible part of a service experience is called the service package.

a) True

b) False ✓ correct

Correct answer: False

Q30. *[True/False] · Cognitive Domain: Comprehension*

Guest experience = service setting + service delivery system + service product

a) True ✓ correct

b) False

Correct answer: True

Q31. *[True/False] · Cognitive Domain: Comprehension*

Services tend to be tangible as well as produced and consumed and then paid for.

a) True

b) False ✓ correct

Correct answer: False

Q32. *[True/False] · Cognitive Domain: Comprehension*

Guest-focused organizations should trace information and authority from the bottom up.

a) True ✓ correct

b) False

Correct answer: True

Q33. *[True/False] · Cognitive Domain: Knowledge*

The organizational goal of a hospitality organization is to overpromise and over-deliver.

a) True

b) False ✓ correct

Correct answer: False

Q34. *[True/False] · Cognitive Domain: Comprehension*

The quality of the entire guest experience is the difference between the quality the guest expects and the quality the guest gets.

a) True ✓ correct

b) False

Correct answer: True

Q35. *[True/False] · Cognitive Domain: Comprehension*

Quality as perceived by the guest will be affected by changes in either guest expectations or organizational performance.

a) True ✓ correct

b) False

Correct answer: True

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Q36. *[True/False] · Cognitive Domain: Analysis*

Low quality and low cost, and high quality and high cost, bring about the same perceived value to the guest.

a) True ✓ correct
b) False

Correct answer: True

Q37. *[True/False] · Cognitive Domain: Knowledge*

The guest experience usually has only one moment of truth.

a) True
b) False ✓ correct

Correct answer: False

Q38. *[True/False] · Cognitive Domain: Knowledge*

Service is largely intangible.

a) True ✓ correct
b) False

Correct answer: True

Q39. *[True/False] · Cognitive Domain: Knowledge*

Service quality is most reliably defined by managers, auditors, and rating organizations.

a) True
b) False ✓ correct

Correct answer: False

Q40. *[True/False] · Cognitive Domain: Comprehension*

The service delivery system frequently has a human part and an inanimate, physical part.

a) True ✓ correct
b) False

Correct answer: True

Q41. *[True/False] · Cognitive Domain: Comprehension*

The organizational employees and units that serve each other and depend on each other can be accurately considered as internal customers.

a) True ✓ correct
b) False

Correct answer: True

Q42. *[True/False] · Cognitive Domain: Knowledge*

Basic business principles are the same whether the organization is making products or serving customers.

a) True
b) False ✓ correct

Correct answer: False

Q43. *[True/False] · Cognitive Domain: Comprehension*

Guests usually accept the organization’s definition of its service product.

a) True
b) False ✓ correct

Correct answer: False

Q44. *[True/False] · Cognitive Domain: Comprehension*

What may create a “wow” experience for guests on a first visit may be only “as expected” the next time.

a) True ✓ correct
b) False

Correct answer: True

Q45. *[True/False] · Cognitive Domain: Comprehension*

In the hospitality industry, the people part of the delivery system is the more important component.

a) True ✓ correct
b) False

Correct answer: True

Q46. *[True/False] · Cognitive Domain: Knowledge*

Every guest experience is unique.

a) True ✓ correct
b) False

Correct answer: True

Q47. *[True/False] · Cognitive Domain: Comprehension*

In the hospitality industry, the service encounter is usually a manager-to-guest interaction.

a) True
b) False ✓ correct

Correct answer: False

Q48. *[True/False] · Cognitive Domain: Comprehension*

The principles of guestology work better for serving guests than they do for serving customers of other kinds.

a) True
b) False ✓ correct

Correct answer: False

Q49. *[True/False] · Cognitive Domain: Comprehension*

Most hospitality organizations can maintain sufficient inventory of the service products they sell.

a) True
b) False ✓ correct

Correct answer: False

Q50. *[True/False] · Cognitive Domain: Analysis*

The value of the guest experience equals the quality of the experience divided by the financial costs of the experience.

a) True ✓ correct
b) False

Correct answer: True

Q51. *[True/False] · Cognitive Domain: Analysis*

Providing a high-quality experience often costs the organization less than providing a low-quality experience.

a) True ✓ correct
b) False

Correct answer: True

Q52. *[True/False] · Cognitive Domain: Comprehension*

When guests are wrong, find a way to let them be wrong with dignity.

a) True ✓ correct

b) False

Correct answer: True

Q53. *[True/False] · Cognitive Domain: Comprehension*

An excellent way to provide a “wow” experience for guests is to give them more than they say they want.

a) True

b) False ✓ correct

Correct answer: False

Q54. *[True/False] · Cognitive Domain: Comprehension*

The equation Qe = Qed – Qee demonstrates that quality experienced is the difference between what is promised by the marketing team and what is expected by the guest.

a) True ✓ correct

b) False

Correct answer: True

Q55. *[True/False] · Cognitive Domain: Knowledge*

One of the top ten guest complaints listed by Leonard Berry is employees who text instead of paying attention to the customer or chat with each other while the customer waits.

a) True ✓ correct

b) False

Correct answer: True

Q56. *[True/False] · Cognitive Domain: Knowledge*

One of the top ten guest complaints listed by Leonard Berry is inadequate communication after problems arise.

a) True ✓ correct

b) False

Correct answer: True

Q57. *[True/False] · Cognitive Domain: Analysis*

Intangible costs, such as the time spent by a customer at a restaurant, are not part of the cost and value equation.

a) True

b) False ✓ correct

Correct answer: False

Q58. *[True/False] · Cognitive Domain: Comprehension*

Understanding and appreciating that guests, their expectations, and their capabilities are varied means that truly guest-focused organizations must hone in on their specific target markets.

a) True

b) False ✓ correct

Correct answer: False

Q59. *[True/False] · Cognitive Domain: Comprehension*

The service package is the entire bundle of tangible and intangibles in a transaction with a service component that makes up a service experience.

a) True ✓ correct

b) False

Correct answer: True

Q60. *[True/False] · Cognitive Domain: Comprehension*

According to Theodore Levitt, everybody is in service; it is simply a matter of which industries service components are greater or less.

a) True ✓ correct

b) False

Correct answer: True

Q61. *[True/False] · Cognitive Domain: Comprehension*

The service experience is based on the total experiences with a service provider, not each experience independently.

a) True

b) False ✓ correct

Correct answer: False

Q62. *[True/False] · Cognitive Domain: Knowledge*

Services tend to be both produced and consumed simultaneously.

a) True ✓ correct

b) False

Correct answer: True

Q63. *[True/False] · Cognitive Domain: Comprehension*

Hospitality employees respond best to managerial strategies different from those to which manufacturing employees respond.

a) True ✓ correct

b) False

Correct answer: True

Essay (10)

Q64. *[Essay] · Cognitive Domain: Comprehension*

What is the importance of the word guest in guestology?

Suggested answer: *Sample response: The use of "guest" in guestology implies that all the organization's employees must treat customers as if they were guests in their own homes.*

Q65. *[Essay] · Cognitive Domain: Comprehension*

Define guest experience.

Suggested answer: *Sample response: The guest experience is the sum total of the experiences the guest has with the service provider on a given occasion or set of occasions.*

Q66. *[Essay] · Cognitive Domain: Comprehension*

Describe whose responsibility it is for meeting or exceeding the expectations of the guests.

Suggested answer: *Sample response: The major responsibility for meeting or exceeding the expectations created by the marketing department and by the past experiences of repeat guests lies with the operations side of the organization.*

Q67. *[Essay] · Cognitive Domain: Comprehension*

Define service quality, service value, and cost.

Suggested answer: *Sample response: The service quality of the entire guest experience or of any part of it is defined as the difference between the quality the guest expects and the quality the guest receives. The service value of the guest experience (Ve) is equal to the quality of the experience (Qe) as "calculated" divided by all the costs incurred by the guest to obtain the experience. The cost of a service is the financial and non-financial burden incurred by a guest to obtain a service, including tangible quantifiable costs (like price) and intangible non-quantifiable costs like opportunity costs of foregoing alternative opportunities, annoyance at receiving unsatisfactory service, and so forth.*

Q68. *[Essay] · Cognitive Domain: Analysis*

Why is studying guestology helpful to an organization?

Suggested answer: *Sample response: While guestology is obviously most helpful in organizing knowledge about the management of hospitality businesses—like hotels and restaurants, which have traditionally spoken of their clientele as guests—it can be used to study and understand any organization in which people are served in some way.*

Q69. *[Essay] · Cognitive Domain: Application*

Using examples, explain how service is an intangible part of the guest experience.

Suggested answer: *Sample response: Service is the intangible part of a transaction relationship that creates value between a provider organization and its customer, client, or guest. More simply, a service is something that is done for us. Services can be provided directly to the customer (e.g., a spa treatment, a haircut, and medical procedures) or for the customer (e.g., finding and purchasing tickets to a show, lawn care, and car repair) or with the customer (e.g., guided tour, self-service wine bar, and a classroom). The services can be provided by a person (e.g., by a service associate in a restaurant or by a concierge) or via technology (e.g., by booking a ticket online, following a guided tour on a smartphone app, or interacting with a robot concierge).*

Q70. *[Essay] · Cognitive Domain: Analysis*

Explain the components of the guest experience including how each is important.

Suggested answer: *Sample response: The service product, sometimes called the service package or service/product mix, is why the customer, client, or guest comes to the organization in the first place. Most service products have both tangible and intangible elements and can range from mostly product with little service to mostly service with little if any product. The second component of the guest experience is the service setting or service environment in which the experience takes place. The term servicescape, the landscape within which service is experienced, has been used to describe the aspects of the setting that contribute to the guest's overall feel of the experience. The third part of the guest experience is the service delivery system, including the human components (the restaurant server who places the meal on the table or the sound engineer at the concert) and the physical production processes (the kitchen facilities in the restaurant or the rock concert's sophisticated amplification system) plus the organizational and information systems and techniques that help deliver the service to the customer. While all aspects of the service delivery system are important, the people interacting with customers or guests are by far the most able to make a difference in how customers feel about the value and quality of the experience.*

Q71. *[Essay] · Cognitive Domain: Analysis*

Why is it important to not over-deliver on promises?

Suggested answer: *Sample response: Organizations must be careful not to over-deliver to the point of making guests feel uncomfortable or unpleasantly surprised. When does enough service become too much? The excellent hospitality organization will do two things to find out. First, it will spend the time and money to train its employees to be alert to customer cues, signals, and body language so they can fine-tune their interaction with their customers. Second, it will constantly survey or ask its guests what they thought about the experience to ensure guests receive more service value than they expect but not so much more as to detract from the experience.*

Q72. *[Essay] · Cognitive Domain: Analysis*

Explain who defines quality and value in the hospitality field.

Suggested answer: *Sample response: In the hospitality field, however, only the guest can define quality and value. No matter how brilliantly the organization designs the service, the environment, and the delivery system or develops measurable service standards, if the guest is dissatisfied with any of these elements, the organization has failed to meet the guest's expectations; it has not provided a guest experience of acceptable quality and value.*

Q73. *[Essay] · Cognitive Domain: Analysis*

Why bother to consider the guest as part of guestology?

Suggested answer: *Sample response: The hotels you return to, the restaurant you dine at again and again, and the theme park you enjoy and recommend to friends and family are the ones that take the time to figure out what you seek in the guest experience, offer it to you, and then make clear in all they say and do that it was their pleasure that you sought it out from them. If they make every effort to understand you and give you what you seek in that experience, you will feel an emotional liking for them that makes it memorable, ascribe high value to the guest experience they provide, return when you again need that service, and post on Facebook so all your friends and neighbors can know what a terrific place that hospitality organization is.*

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