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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Most organizations do not consider beliefs and rituals as part of their service culture.
   - ◎ true
   - ◎ false

2) Policies, procedures, and action or inaction on the part of an organization all contribute to its service culture.
   - ◎ true
   - ◎ false

3) Companies that are customer-centric typically view customers from the standpoint of the company products or services they use.
   - ◎ true
   - ◎ false

4) In the past, a company's primary approach to attract and hold customers was to continually make changes to its product and service lines.
   - ◎ true
   - ◎ false

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5) Customer-centric organizations have realized that it is more cost efficient to attract new customers than to try and retain their current customers.
   - ◎ true
   - ◎ false

6) Melissa is the CEO of a corporation. As such, she is the person most likely to drive the company's mission.
   - ◎ true
   - ◎ false

7) Mission statements should always tie back to the vision statement and be incorporated into the infrastructure and service culture of an organization.
   - ◎ true
   - ◎ false

8) Employee expectations are perceptions about positive and negative aspects of the workplace.
   - ◎ true
   - ◎ false

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9) For any goal to be attained, it must be believable to the people who will attempt to reach it and to the supervisors or team leaders who will monitor it.
   - ◎ true
   - ◎ false

10) Employees should share their organization's internal problems with the customers when appropriate.
   - ◎ true
   - ◎ false

11) Georgio owns a small business with three employees. Georgio's company could be a sole proprietorship.
   - ◎ true
   - ◎ false

12) The return policy of an organization is a gauge customers use to determine where they will spend their time and money.
   - ◎ true
   - ◎ false

13) Wanda dedicates time and effort to befriend and assist new employees in her organization. Wanda is a protégé.
   - ◎ true
   - ◎ false

14) An organization should periodically conduct an inspection of its systems and practices in order to better serve customers and to be competitive in a global service economy.
   - ◎ true
   - ◎ false

15) The service delivery system of an organization includes having customers deal with the organization's internal policies, practices, or politics.
   - ◎ true
   - ◎ false

16) The type of delivery system used by organizations to serve customers is not important as long as the customer is happy.
   - ◎ true
   - ◎ false

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17) A bank teller interacts directly with the bank's customers. This is an example of a direct contact environment.
- ◎ true
- ◎ false

18) By outsourcing jobs to a third party, companies can save money by reducing health benefits or retirement payments.
- ◎ true
- ◎ false

19) Employees should focus on taking a one-time service or sales opportunity approach instead of developing an ongoing relationship with customers.
- ◎ true
- ◎ false

20) To demonstrate strong support for their company, frontline employees or supervisors should always use "they" language when dealing with customers.
- ◎ true
- ◎ false

21) A service professional should partner with customers to promote a positive service culture.
- ◎ true
- ◎ false

22) An organization that is committed to providing excellent customer service encourages open communication between frontline employees and all levels of management.
- ◎ true
- ◎ false

23) A large marketing organization demonstrates a strong commitment to customer service. Managers at this company are likely to be comfortable with the status quo.
- ◎ true
- ◎ false

24) Generally, most customers want the transactions to be quick; hence, they do not expect pleasantries such as "please" and "thank you."
- ◎ true
- ◎ false

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25) If frontline employees are angry because of a policy, procedure, management, or a customer, they must always communicate their frustrations or pressures with that customer.
- ◎ true
- ◎ false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

26) Which statement is true of a top down-oriented organization?
- A) Customers are at the top of the organization's structure.
- B) It typically focuses on individual needs of customers rather than its products.
- C) It typically views the senior management as a final element or afterthought.
- D) Upper management is at the top of the hierarchy.

27) Which statement is true of successful organizations?
- A) The mission and vision statements of these organizations are completely different.
- B) They typically view customers from the standpoint of what company products or services they use.
- C) The members of the upper management make themselves visible to frontline employees.
- D) They realize that it is cheaper to continually attract new customers than to retain current customers.

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28) In an organization,_____ are the task assignments that service providers assume.
- A) service delivery systems
- B) customer expectations
- C) employee roles
- D) value chain activities

29) Which characteristic is included in RUMBA?
- A) Abstract
- B) Understandable
- C) Monitored
- D) Rigid

30) In a purely customer-focused environment, service measurement may be reflected in terms of_____.
- A) employee turnover
- B) the number of products manufactured
- C) potential sales
- D) the number of customer complaints

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31) When developing employee goals, managers should ensure that employees_____.
- A) focus on attracting new customers rather than retaining current customers
- B) communicate the internal problems of the organization to customers
- C) are given assignments that tie in directly with the ultimate purpose or mission and overall values or beliefs of the organization
- D) are assigned goals which are difficult to obtain in order to ensure maximum productivity

32) Linda is the manager of a small beauty salon. She deals with different kinds of customers and has to ensure that the customer needs are identified and satisfied. To develop an effective customer service, what should she do?
- A) Always use "they" language when dealing with customers and refer to "company policy" when handling customer problems.
- B) Continually strive to gain new knowledge and skills and deliver the level of service equal to that offered by established salons.
- C) Focus on taking a one-time service or sales opportunity approach instead of developing an ongoing relationship with customers.
- D) Exclude the information collected from customer feedback surveys when measuring the service performance of her salon.

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33) Which approach helps companies develop an effective organizational culture?
- A) Companies should recognize, appreciate, and regularly reward the performance of their employees.
- B) Companies should always view customers from the standpoint of what company products or services they use.
- C) Companies should develop mission statements that are completely different from the vision statement.
- D) Companies should ensure that employee roles are contrary to the overall values or beliefs of the organization.

34) _____ is used to describe when lower-level employees in an organization are given decision-making and problem-resolution authority.
- A) Micromanagement
- B) Empowerment
- C) Centralization
- D) Totalitarianism

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35) What is an advantage of empowerment?
A) It provides a morale boost to inexperienced or failing employees.
B) It hides internal problems from the customer.
C) It requires frontline employees in an organization to decrease contact with their managers.
D) It is an intangible way that service organizations reward employees.

36) What is the first step an organization should take in creating or redefining its service environment?
A) empowering its employees to better serve customers
B) making sure it knows who its customers really are
C) conducting an inspection of its systems and practices
D) reviewing the manner in which external customer needs are addressed

37) _____ are a method of reviewing the manner in which internal and external customer needs are addressed.
A) Ethical codes
B) Vision statements
C) Churn rates
D) Focus groups

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38) To ensure the success of an organization's customer service, service professionals should_____.
A) continually reevaluate what they do when dealing with customers
B) communicate the organization's internal policies, practices, or politics to customers
C) focus on attracting new customers rather than trying to retain existing customers
D) always use "they" language when dealing with customers

39) _____ is defined as a group of processes in an organization that makes service seamless to customers by ensuring that things work properly and the customer is satisfied.
A) Customer-friendly system
B) Employee empowerment
C) Product development
D) Management information system

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40) The means by which an organization effectively gets its products and services to customers is known as_____,
A) outsourcing
B) service delivery systems
C) micromanagement
D) service measurement

41) An indirect delivery system typically involves_____.
A) face-to-face interaction between employees and customers
B) a hands-off self-service approach to customers
C) extensive customer contact throughout the interaction.
D) a more caring customer service approach than a direct delivery system

42) A benefit for an organization that outsources its noncore positions is_____.
A) long-term employee expertise of the organization is retained
B) the organization's reputation in the eyes of the local citizens improves significantly
C) the loyalty of the remaining employees in the organization increases
D) the need to purchase and update computers and related equipment is avoided

43) What is a disadvantage for a company that outsources jobs?
A) The need to purchase and update computers and related equipment increases substantially.
B) There is less potential to groom and hire from within an enculturated workforce.
C) The work force size within the company increases, thereby increasing its salary budget.
D) The company's contribution to employee health benefits, retirement, and 401(k) payments increases.

44) Internal employees or external consultants who pose as customers in on-site visits, over the telephone, or online to determine how well customers are being served are known as_____.
A) mystery shoppers
B) lobbyists
C) jobbers
D) category captains

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45) To promote a positive service culture, customer service professionals should always_____.
- A) view vendors and suppliers as salespeople whose only purpose is to serve them
- B) focus on taking a one-time service or sales opportunity approach instead of developing an ongoing relationship with customers
- C) be well versed in the many facets of their organization and its operation, related industry topics, and the competition
- D) use "they" language when dealing with customers

46) Davide, a customer service executive, has received a call from Karen Long, a customer, complaining about a problem with her refrigerator. Ms. Long wants to get the refrigerator fixed at no additional cost. However, the warranty period for the appliance has expired. In this scenario, what will best demonstrate Davide's commitment to customer service?
- A) "Ms. Long, I cannot help you. The company policy states that customers have to bear the cost of repairs after the warranty period has expired."
- B) " Ms. Long, let me transfer your call to the sales department. They will brief you about the new products that are being offered this month."
- C) " Ms. Long, I've inquired about your request, but the manager has said that the company cannot incur the cost of repairing your refrigerator."
- D) " Ms. Long, I am able to offer you a thirty percent discount on the repair costs and a two-year warranty on your appliance."

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47) What is a characteristic of organizations that are highly committed to customer service?
- A) They discourage employee empowerment.
- B) They readily accept status quo of competitors.
- C) They benchmark the successful practices of competitors.
- D) They restrict communication between frontline employees and all levels of management.

48) To meet the expectations of customers, customer service professionals should_____.
- A) always use "they" language when dealing with customers.
- B) involve customers in situations that are out of their control.
- C) try to mask their feelings of anger, frustration, and pressure when dealing with customers.
- D) focus on attracting new customers rather than trying to retain existing customers.

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SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

49) From a customer's perspective, what are the skills and qualifications that service employees in both large and small organizations must possess? What may happen if service employees fail to possess these skills?

50) Explain how a mentor can assist new employees.

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51) Explain how empowerment helps develop an effective service culture.

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52) What are the two types of delivery systems? Why is there a delicate balance in selecting a service delivery system?

53) List the eleven strategies for promoting a positive service culture.

54) How does a company's code of ethics interact with its culture?

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55) Describe four ways in which an excellent company differs from an average company in its customer service.

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Answer Key

Test name: Chapter 02

1) FALSE
The service culture is made up of various factors, including the values, beliefs, norms, rituals, and practices of a group or organization, and is different for each organization. No two organizations operate in the same manner, have the same focus, or provide management that accomplishes the same results.

2) TRUE
A service culture includes the values, beliefs, norms, rituals, and practices of a group or organization. Any policy, procedure, action, or inaction on the part of an organization contributes to its service culture.

3) FALSE
Companies that are top-down-oriented (with upper management at the top of their hierarchy and customers as a final element or afterthought) or product-centered view customers from the standpoint of what company products or services they use. On the contrary, organizations that are customer-centered or customer-centric focus on individual needs.

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4) TRUE
In the past, organizations were continually making changes to their product and service lines to try to attract and hold customers. Often this has been their primary approach to customer satisfaction. Now, many organizations have become more customer-centric and stress relationships with customers. They realize that it is cheaper, and smarter, to focus efforts on better customer service to keep current customers.

5) FALSE
Many major organizations have become more customer-centric and focused on relationships with customers. They realize that it is cheaper, and smarter, to keep current customers rather than subscribe to a revolving-door approach of continually trying to attract new customers to replace the ones that they lost to competitors.

6) TRUE
Generally, an organization's approach to business, its mission or its service philosophy, is driven from the top of the organization. Upper management, including members of the board of directors, when appropriate, sets the vision or tone and direction of the organization.

7) TRUE

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Most successful organizations have written mission and vision statements that answer the questions of "What does the organization do?" and "Why does the organization exist?" Mission statements should tie back to the vision statement and should be incorporated into the infrastructure (e.g., HR policies and procedures) and service culture of an organization.

8) TRUE
Employee expectations are perceptions about positive and negative aspects of the workplace. Depending on your job, the size and type of your organization, and the industry involved, the employee roles and employee expectations may be similar from one organization to another, and yet they may be performed in a variety of different ways.

9) TRUE
For any goal to be attained, it must be believable to the people who will strive to reach it and to the supervisors or team leaders who will monitor it. The biggest issues in developing goals are to make them worthy of belief and faithful to the values of the individual and organization, and to ensure that they make sense and tie in directly with the established overall departmental and organizational goals.

10) FALSE
Employees must ensure that service continues to be delivered to customers seamlessly. Customers should not hear about internal problems. They should be able to expect that the products and services they paid for are delivered when promised, in the manner agreed upon, and without inconvenience to them.

11) TRUE
A sole proprietorship is a one-owner and more than one is often considered a partnership. The growth of sole proprietorships and small businesses has an upside in that they provide more choices for customers.

12) TRUE
An effective return policy is part of the overall service process. In addition to service received, the return policy of an organization is another gauge customers use to determine where they will spend their time and money.

13) FALSE
This describes a mentor. Mentors are individuals who dedicate time and effort to befriend and assist others. In an organization, they are typically people with a lot of knowledge, experience, skills, and initiative, and have a large personal and professional network established. A protégé is typically a less-experienced recipient of the efforts of the mentor.

14) TRUE

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An organization should periodically conduct an inspection of its systems and practices to decide where the company is now and where it needs to be to better serve customers and to be competitive in a global service economy. The manner in which internal and external customer needs are addressed also should be reviewed.

15) FALSE
Customers should not have to deal with internal policies, practices, or politics. They should be able to contact the service provider; get the information they need; make a buying decision, where appropriate; and have the products or services they have selected flawlessly delivered in a timely, professional manner.

16) TRUE
The type of delivery system used by organizations to serve customers is important because it affects staffing numbers, costs, technology, scheduling, and many other factors.

17) TRUE
The major difference between the two types of service delivery systems is that in a direct contact environment, customers interact directly with people, whereas in an indirect system their needs are met primarily with self-service through technology (possibly integrated with the human factor in customer contact/call centers) integrated with Internet services.

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18) TRUE
By outsourcing jobs to a third party, companies can save money by eliminating large ongoing salaries; reducing health benefits, retirement, and 401(k) payments; avoiding the need to purchase and update computers and related equipment and a myriad of other equipment; increasing workforce size without necessarily doing likewise to the budget; and bringing in new, fresh expertise, ideas, and perspectives from outside the organization.

19) FALSE
An important strategy for an organization to adopt to create a positive customer-centric service culture is to form a solid relationship with its customers. Employees should focus on developing an ongoing relationship with customers instead of taking a one-time service or sales opportunity approach.

20) FALSE
One mistake that many frontline employees and supervisors make in communications with customers is to intentionally or unintentionally demonstrate a lack of commitment or support for their company and a sense of powerlessness. A common way in which this occurs is with the use of "they" language when dealing with customers.

21) TRUE

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To promote a positive service culture, a service professional should partner with customers, treat vendors and suppliers as customers, share resources, and demonstrate commitment, among other strategies.

22) TRUE
An organization that is committed to providing excellent customer service encourages open communication between frontline employees and all levels of management. This openness in communication sets excellent companies apart from average ones.

23) FALSE
Typically, in organizations that demonstrate a strong commitment to customer service, the status quo is not acceptable. Excellent companies work to challenge the status quo.

24) FALSE
Most customers expect certain intangible things during a service encounter, such as personal recognition, courtesy (pleasantries such as "please" and "thank you"), timely service, and professionalism.

25) FALSE
If frontline employees are angry because of a policy, procedure, management, or the customer, they must strive to mask that feeling. Customers should not have to deal with the employees' frustrations or pressures.

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26) D
Organizations that are top-down-oriented have upper management at the top of their hierarchy and customers as a final element or afterthought.

27) C
In successful organizations, members of upper management make themselves visible to frontline employees and are in tune with customer needs, wants and expectations. They also "walk the talk" and continually drive and communicate the mission and vision of the organization through their words, actions, and decisions.

28) C
Employee roles are the task assignments that service providers assume. Depending on the job, the size and type of organization, and the industry involved, the employee roles and employee expectations may be similar from one organization to another, and yet they may be performed in a variety of different ways.

29) B

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For an organization to be successful in providing superior service to its external and internal customers, its roles and expectations must be defined and communicated in terms of the following characteristics, sometimes referred to as RUMBA (Realistic, Understandable, Measurable, Believable, Attainable).

30) D
In a purely customer-focused environment, service measurement can be in terms of factors such as talk time on the telephone, the number of customers effectively served, customer feedback surveys and satisfaction cards, and letters or other written correspondence or—on the negative side—by customer complaints.

31) C
When developing employee goals, it is important to ensure that they make sense and tie in directly with the established overall departmental and organizational goals. Too often, employees are given assignments that are contrary to the ultimate purpose or mission and overall values or beliefs of the organization.

32) B
To stave off failure and help ensure that customer needs are identified and satisfied, Emma must continually strive to gain new knowledge and skills while working hard to deliver a level of service equal to that offered by the bigger organizations.

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33) A
In any employee environment, people work more effectively and productively when their performance is recognized and adequately rewarded. Many organizations use public recognition, contests, games, employee activities (sporting or other events), financial rewards, incentives (gifts or trips), employee-of-the-month or -year awards, and a variety of other techniques to show appreciation for employee efforts.

34) B
Empowerment is the word used to describe the giving of decision-making and problem-resolution authority to lower-level employees in an organization. This precludes having to get permission from higher levels to take action or serve a customer.

35) D
Empowerment is the word used to describe the giving of decision-making and problem-resolution authority to lower-level employees in an organization. Empowerment is also an intangible way that successful service organizations reward employees. Often someone who has decision-making authority feels better about himself or herself and the organization.

36) B

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The first step a company should take in creating or redefining its service environment is to make sure it knows who its customers really are and how it plans to attract and hold those customers.

37) D
The manner in which internal and external customer needs are addressed should be regularly reviewed by means such as surveys, focus groups, or customer–provider meetings/forums.

38) A
It is not just an organization's responsibility to ensure the success of customer service. Service professionals also have to be familiar with the organization's goals and work toward helping make them successful. A simple way to accomplish this is to give thought to their role in the service process and continually reevaluate what they do on a daily basis when dealing with customers.

39) A
Customer-friendly systems refer to the processes in an organization that make service seamless to customers by ensuring that things work properly and the customer is satisfied.

40) B
Service delivery systems are a combination of people, technology, and other internal and external elements that make up your organization's method of getting its products and services to customers.

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41) B
The major difference between the two types of service delivery systems is that in a direct contact environment, customers interact directly with people, whereas an indirect system offers a hands-off self-service approach through technology (possibly integrated with the human factor in customer contact/call centers) integrated with Internet services.

42) D
By outsourcing jobs, companies can save money by eliminating large ongoing salaries; reducing health benefits, retirement, and 401(k) payments; avoiding the need to purchase and update computers and related equipment and a myriad of other equipment; increasing workforce size without necessarily doing likewise to the budget; and bringing in new, fresh expertise, ideas, and perspectives from outside the organization.

43) B

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The practice of outsourcing jobs to a third party provides multiple benefits to companies while also bringing with it some downsides. On the negative side, long-term employee expertise is lost, employee loyalty to the organization suffers, succession planning opportunities and the potential to groom and hire from within an enculturated workforce is reduced, and the organization's reputation in the eyes of local citizens is potentially tarnished due to sending jobs away.

44) A
Mystery shoppers are internal employees or external consultants who pose as customers in on-site visits, over the telephone, or online to determine how well customers are being served. The use of mystery shoppers is a strategy for gathering customer feedback and analyzing organizational effectiveness.

45) C
The frontline contact person is likely to receive a variety of questions related to the organization. By being well versed in the many facets of the organization and its operation, related industry topics, and competition, the employee can project a more knowledgeable, helpful, and confident image that contributes to total customer satisfaction.

46) D
A common way in which employees express a lack of commitment is with the use of "they" language when dealing with customers. This can be in reference to management or policies or procedures; for example, "Mrs. Howard, I'd like to help, but our policy (they) says." or "Mrs. Howard, I've checked on your request, but my manager (they) said we can't." An alternative to using "they" language is to take ownership or responsibility for a situation by telling the customer what you can do, not what you cannot do.

47) C
The following factors can demonstrate an organization's level of service commitment: Executives spend time with the customers; executives spend time talking to frontline service providers; innovation and creativity are encouraged and rewarded; benchmarking (identifying successful practices of others) is done with similar organizations; open communication exists between frontline employees and all levels of management; the status quo is not acceptable.

48) C
Customers should not have to deal with the frustrations or pressures of service professionals. If an employee is angry because of a policy, procedure, management, or the customer, he/she must strive to mask that feeling.

49) Short Answer

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Customers expect service employees to have a broad general knowledge of products and service; interpersonal communication skills; technical expertise related to products sold and serviced; customer-focused "can do" attitude; initiative; motivation; integrity; loyalty to the organization, products, and customers; team spirit; creativity; sound ethics; time management skills; problem-solving capability; and conflict resolution skills. If the service employee fails to possess or exhibit any or all of these factors, the result could be a breakdown in the relationship between the employee and the customer, with ultimately negative repercussions.

50) Short Answer
Mentors are people who are well acquainted with the organization and its policies, politics, and processes. They are well connected (inside and outside the organization), communicate well, have the ability and desire to assist new employees (the protégé), and are capable and experienced. Therefore, through mentoring programs, they can assist new and young employees by sharing their knowledge and experiences with them.

51) Short Answer
Employee empowerment is one way for a supervisor to help ensure that service providers can respond quickly to customer needs or requests. The intent of empowerment is a delegation of authority where a frontline service provider can take action without having to call a supervisor or ask permission. Such authority allows on-the-spot responsiveness to the customer while making service representatives feel trusted, respected, and like an important part of the organization. Empowerment is also an intangible way that successful service organizations reward employees. Often someone who has decision-making authority feels better about himself or herself and the organization.

52) Short Answer
The major difference between the two types of systems is that in a direct contact environment, customers interact directly with people, whereas in an indirect system their needs are met primarily with self-service through technology (possibly integrated with the human factor in customer contact/call centers) integrated with Internet services. There is a delicate balance in selecting a service delivery system because each customer is unique and has personal preferences. While many prefer a hands-off self-service approach, others resent it and often view it as a loss of caring.

53) Short Answer

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The following are strategies for promoting a positive service culture:

- Partner with customers
- Explore your organization's vision
- Help communicate the culture and organizational vision to customers—daily
- Demonstrate ethical behavior; Identify and improve your service skills
- Become an expert on your organization
- Demonstrate commitment
- Treat vendors and suppliers as customers
- Share resources
- Work with, not against, your customers
- Provide service follow-up.

54) Short Answer

The code of ethics is the moral standard that guides actions and defines right from wrong. Positive ethics drive decision making within the organization and in interac-tions with customers. Ethics also provide the criteria by which customers judge a service provider and his or her organization. By acting in an ethical manner and "doing the right thing," you and your organization can thrive and beat the competi-tion.

55) Short Answer

In an excellent company:

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- Executives spend time with the customers.
- Executives spend time talking to frontline service providers.
- Customer feedback is regularly solicited and acted upon.
- Innovation and creativity are encouraged and rewarded.
- Benchmarking (identifying successful practices of others) is done with similar organizations.
- Technology is widespread, frequently updated, and used effectively.
- Employees receive training to keep current on industry trends, organizational issues, skills, and technology.
- Open communication exists between frontline employees and all levels of man-agement.
- Employees are provided with guidelines and empowered (in certain instances, authorized to act without management intervention) to do whatever is necessary to satisfy the customer.
- Partnerships with customers and suppliers are common.
- The status quo is not acceptable.

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Chapter 2
Contributing to the Service Culture

Table of Contents

Learning Outcomes 2
Brief Chapter Outline 2
Chapter Outline and Lecture Notes 3
Class Activities and Sample Assignments 12
Role-Play Activity 13
Discussion Opportunities 15
In the Real World Notes 15
Retail—Target 15
Work It Out Notes 17
Work It Out 2.1—*Organizational Culture* 17
Work It Out 2.2—*Think about the two return policies in Figure 2.5* 17
Work It Out 2.3—*Managing Customer Encounters* 17
Work It Out 2.4—*Training for Service* 17
Work It Out 2.5 18
Work It Out 2.6—*Your Customer Expectations* 18
End-of-Chapter Material Notes 18
Key Terms 18
Review Questions 19
Collaborative Learning Activity 21
Face to Face—*You and Your New Job in Customer Service* 22

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Learning Outcomes

LO 2-1 Explain the elements of a successful service culture.
LO 2-2 Define a service strategy.
LO 2-3 Recognize customer-friendly systems.
LO 2-4 Implement strategies for promoting a positive service culture.
LO 2-5 Separate average companies from exceptional companies.
LO 2-6 Identify what customers want.

Brief Chapter Outline

I. Defining a Service Culture
  A. Service Philosophy or Mission
  B. Employee Roles and Expectations
    1. RUMBA
    2. Employee Roles in Larger Retail and Service Organizations
    3. Employee Roles in Smaller Retail and Service Organizations
    4. Employee Roles in Nonprofit Organizations
  C. Policies and Procedures
  D. Products and Services
  E. Motivators and Rewards
  F. Management Support
    1. Strive for Improvement
    2. Look for a Strong Mentor in Your Organization
    3. Avoid Complacency
  G. Employee Empowerment
  H. Training
II. Establishing a Service Strategy
III. Customer-Friendly Systems
  A. Service System Components
    1. Advertising
    2. Complaint or Problem Resolution
  B. Service Delivery Systems
    1. Direct or Indirect Delivery
    2. Third-Party Delivery (Outsourcing/Offshoring)
  C. Tools for Service Measurement
IV. Eleven Strategies for Developing and Promoting a Positive Service Culture
V. Separating Average Companies from Excellent Companies
VI. What Customers Want

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Chapter Outline and Lecture Notes

I. Defining Customer Service

- **Service culture** is a service environment made up of various factors, including the values, beliefs, norms, rituals, and practices of a group or organization.
  - No two organizations operate in the same manner, have the same focus, or provide management that accomplishes the same results.
  - A culture includes the values, norms, beliefs, rituals, and practices of a group or organization.
  - Any policy, procedure, action, or inaction on the part of the organization contributes to the service culture.
- **Attitude**—the emotional responses to people, ideas, and objects.
  - They are based on values, differ between individuals and cultures, and affect the way people deal with various issues and situations.
  - Attitude is crucial to the success of an organization
- **Customer-centric** is a term used to describe service providers and organizations that put their customers first and spend time, effort, and money identifying and focusing on the needs of current and potential customers.
  - Efforts are focused on building long-term relationships and customer loyalty rather than simply selling a product or service and moving on to the next customer.
    - Successful organizations are customer-centered or customer-centric and focus on individual needs.
- In the past, organizations were continually making changes to their product and service lines to try to attract and hold customers.
  - Now, many major organizations have become more customer-centric and stress relationships with customers.
  - Advertising campaigns often reflect this new awareness as companies try to communicate that they are focused on their customers.

A. Service Philosophy or Mission

- Generally, an organization's approach to business, its **mission** or its **service philosophy**, is driven from the top of the organization.
  - Upper management, including members of the board of directors, when appropriate, sets the vision or tone and direction of the organization.
  - Most successful organizations have written **mission** and **vision**

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statements that answer the questions of "What does the organization do?" and "Why does the organization exist?"
- Leadership, real and perceived, is crucial to service success.

B. Employee Roles and Expectations

- Depending on the job, the size and type of the organization, and the industry involved, the **employee roles** and **employee expectations** may be similar from one organization to another, and yet they may be performed in a variety of different ways.
  - Such roles and expectations are normally included in a job description and in the performance goals.

1. RUMBA

- **RUMBA** is an acronym for five criteria (**R**ealistic, **U**nderstandable, **M**easurable, **B**elievable, and **A**ttainable) used to establish and measure employee performance goals.

2. Employee Roles in Larger Retail and Service Organizations

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- Customers expect service employees to typically have at least the following qualifications and competencies in both large and small organizations:
  - Broad general knowledge of products and service.
  - Interpersonal communication skills (e.g., verbal, nonverbal, and listening).
  - 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.

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3. Employee Roles in Smaller Retail and Service Organizations

- The growth of sole proprietorships (one-owner businesses) and small businesses has an upside in that they provide more choices for customers.
  - On the downside, this growth also created problems for people making the transition from large to small organizations.
- Employees in small businesses perform greatly varied tasks.
  - To stave off failure and help ensure that customer needs are identified and satisfied, owners and employees in such establishments must continually strive to gain new knowledge and skills while working hard to deliver a level of service equal to or superior to that offered by the bigger organizations.

4. Employee Roles in Nonprofit Organizations

- Even though revenue generation is not the primary goal in nonprofit organizations, money is a significant force.
  - Without donations, grants, and other fund-raising efforts, these organizations cannot provide the crucial services and products to their customer/client base (often lower income, disabled, older people, or others who have few other alternatives for attainment of needed items and services).
  - In such organizations, administrators, staff, and volunteers provide a wide degree of services and support.

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C. Policies and Procedures

- Although there are a lot of local, state, and federal regulations with which you and your organization must comply, many policies are flexible.
- Customers negatively meet organizational culture directly when a service provider hides behind “company policy” to handle a problem.
  - The goal should be to respond to policy customer requests and satisfy needs as quickly, efficiently, and cheerfully as possible.
- Return policies in a retail environment are a case in point.
  - An effective return policy is part of the overall service process.
  - In addition to service received, the return policy of an organization is another gauge customers use to determine where they will spend their time and money.

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D. Products and Services

- If customers perceive that the organization offers reputable products and services in a professional manner and at a competitive price, the organization will likely reap the rewards of loyalty and positive "press."
    - On the other hand, if products and services do not live up to expectations or promises, or if the service employee's ability to correct problems in products and services is deficient, the employee and the organization could suffer adversely.

E. Motivators and Rewards

- People work more effectively and productively when their performance is recognized and adequately rewarded.

F. Management Support

- To handle some customer-related situation, frontline service providers will have to depend on the knowledge and assistance of a more experienced employee or supervisor or manager and defer to his or her experience or authority.
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    - A key role played by the manager, supervisor, and/or team leader in a customer-related situation is to provide effective, ongoing coaching, counseling, and training to their subordinates.

1. Strive for Improvement

- Customer service can be frustrating and, in some instances, monotonous.
    - Employees may need to create self-motivation strategies and continue to seek fulfillment or job satisfaction by themselves.

2. Look for a Strong Mentor in Your Organization

- **Mentors** are people who are well acquainted with the organization and its policies, politics, and processes.
    - They are well connected (inside and outside the organization), communicate well, have the ability and desire to assist others (the **protégé**), and are capable and experienced.

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3. Avoid Complacency

- The people who excel, especially in a service environment, are the ones who constantly strive for improvement and look for opportunities to grow professionally.
  - They also take responsibility or ownership for service situations.

G. Employee Empowerment

- Employee **empowerment** is one way for a supervisor to help ensure that service providers can respond quickly to customer needs or requests.
  - The intent of empowerment is a delegation of authority where a frontline service provider can take action without having to call a supervisor or ask permission.
- Empowerment is also an intangible way that successful service organizations reward employees.
  - Often someone who has decision-making authority feels better about himself or herself and the organization.

H. Training

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- To perform a job successfully and create a positive impression in the minds of customers, frontline employees must be given the necessary tools.
  - Depending on the position and the organization's focus, this training might address interpersonal skills, technical skills, organizational awareness, or job skills, again depending on the position.

II. Establishing a Service Strategy

- The first step a company should take in creating or redefining its service environment is to make sure it knows who its customers really are and how it plans to attract and hold those customers.
  - It is not just the organization's responsibility to ensure the success of customer service; service professionals must be working toward helping make them successful.

III. Customer-Friendly Systems

A. Service System Components

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- **Customer-friendly systems** refers to the processes in an organization that make service seamless to customers by ensuring that things work properly and the customer is satisfied.
    - Two customer-friendly systems that can send positive messages are advertising and complaint or problem resolution.

1. Advertising

- Advertising campaigns should send a message that products and services are competitive in price and that the quality and quantity are at least comparable to those of competitors.
- An advertisement that appears to be deceptive can cost the organization customers and its reputation.

2. Complaint or Problem Resolution

- The manner in which complaints or problems are resolved can signal the organization's concern for customer satisfaction.
- A service professional should make recommendations for improvement whenever spotting a roadblock or system that impedes provision of service excellence.

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B. Service Delivery Systems

- **Service delivery systems** are a combination of people, technology, and other internal and external elements that make up an organization's method of getting its products and services to customers.
- The organization must determine the best way to deliver quality products and service and to provide effective follow-up support to its customers.
    - This includes the way information is made available to customers, initial contacts and handling of customer issues, sales techniques (hard sell versus relationship selling), order collection and processing, price quotations, product and service delivery, processing of paperwork, invoicing, and follow-up.

1. Direct or Indirect Delivery

- The type of delivery system used (direct or indirect contact) is important because it affects staffing numbers, costs, technology, scheduling, and many other factors.

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- In a direct contact environment, customers interact directly with people.
- In an indirect system, customers' needs are met primarily with self-service through technology (possibly integrated with the human factor in customer contact/call centers) integrated with Internet services.
  - Automatic teller machines (ATMs) versus branches of a bank would be an example of direct versus indirect systems.

2. Third Party Delivery (Outsourcing/Offshoring)

- Many companies are eliminating internal positions and delegating, assigning, or hiring outside (third-party) organizations and individuals to assume eliminated and newly created roles (call center customer support functions, human resource benefits administration, accounting functions, and marketing) for an agreed-upon price (normally without the extra cost of benefits).
- The practice of outsourcing jobs to a third party provides multiple benefits while also bringing with it some downsides.
  - On the positive side, companies can save money by:
    - Eliminating large ongoing salaries.
    - Reducing health benefits, retirement, and 401(k) payments.
    - Reducing the need to rent or build and equip physical structures.
    - Avoiding the need to purchase and update computers and related equipment and a myriad of other equipment.
    - Increasing workforce size without necessarily doing likewise to the budget.
    - Bringing in new, fresh expertise, ideas, and perspectives from outside the organization.
  - On the negative side:
    - Long-term employee expertise is lost.
    - Employee loyalty to the organization suffers.
    - Succession planning opportunities and the potential to groom and hire from within an enculturated workforce is reduced.
    - The organization's reputation in the eyes of local citizens is potentially tarnished due to sending jobs away.
    - The morale of the "survivors" (employees whose jobs were not eliminated) is potentially adversely affected.
    - Managing becomes more complex.

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- Customers must deal with “strangers” with whom they cannot build a long-term relationship because their provider may be gone the next time they call or stop by.
- Response time in getting a job or task completed may increase because of distance or other factors.
- Quality of work is not always up to expectations internally or for customers (e.g., dealing with service representatives who have hard-to-understand accents or do not fully understand the customer’s culture or expectations).

C. Tools for Service Measurement

- Some of the typical techniques or tools available to organizations for customer service data collection are:
  - Employee focus groups
  - Employee opinion surveys
  - Customer focus groups
  - Mystery shoppers
  - Customer satisfaction surveys
  - Customer comment cards
  - Profit and loss statements or management reports
  - Employee exit interviews
  - Walk-through audits
  - On-site management visits
  - Management inspections

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IV. Eleven Strategies for Developing and Promoting a Positive Service Culture

- Following are 11 strategies for service success:
  - Partner with customers.
  - Explore your organization’s vision.
  - Help communicate the culture and organizational vision to customers—daily.
  - Demonstrate ethical behavior.
    - The code of **ethics** of the organization is intertwined with its culture.
    - **Ethical behavior** is based on values—those of the society, organization, and employees.
  - Identify and improve your service skills.
  - Become an expert on your organization.
  - Demonstrate commitment.

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- Treat vendors and suppliers as customers.
- Share resources.
- Work with, not against, your customers.
- Provide service follow-up.
  - This can be through a formal customer satisfaction survey or telephone callback system or through an informal process of sending thank-you cards, birthday cards, special sale mailings, electronic messages, and similar initiatives that are inexpensive and take little effort.

V. Separating Average Companies from Excellent Companies

- The following factors can demonstrate an organization's level of service commitment:
  - Executives spend time with the customers.
  - Executives spend time talking to frontline service providers.
  - Customer feedback is regularly asked for and acted upon.
  - Innovation and creativity are encouraged and rewarded.
  - Benchmarking (identifying successful practices of others) is done with similar organizations.
  - Technology is widespread, frequently updated, and used effectively.
  - Training is provided to keep employees current on industry trends, organizational issues, skills, and technology.
  - Open communication exists between frontline employees and all levels of management.
  - Employees are provided with guidelines and empowered (in certain instances, authorized to act without management intervention) to do whatever is necessary to satisfy the customer.
  - Partnerships with customers and suppliers are common.
  - The status quo is not acceptable.

VI. What Customers Want

- **What customers want** are things that customers typically desire but do not necessarily need.
  - It is value for their money and/or effective, efficient service.
- Following are seven common things that customers want and expect if they are to keep doing business with you and your organization:
  - Personal recognition
    - This can be demonstrated in a number of ways, such as sending

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thank-you or birthday cards, returning calls in a timely fashion, etc.

- Courtesy
  - Basic courtesy involves pleasantries such as “please” and “thank you,” as there is no place or excuse for rude behavior in a customer service environment.
- Timely service
  - A customer service professional should provide prompt yet effective service.
  - They should work diligently to stay on schedule and at least explain when delays do occur, so the customer understands the reason for the wait.
- Professionalism
  - Customer service personnel should take pride in their work and exemplify ethics.
- Enthusiastic service
  - Deliver service with a smile, offer additional services and information, and take the time to give extra effort.
- Empathy
  - As a service provider, one should make every effort to be understanding, and to provide appropriate service.
  - A common strategy for showing empathy is the **feel, felt, found technique**—a process for expressing empathy and concern for someone and for helping that person understand that you can relate to the situation.
- Patience
  - Mask feelings of anger because of a policy, procedure, management, or the customer.
  - As a service provider, by suppressing the desire to speak out or react emotionally, you serve the customer professionally, and end the contact sooner.

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Class Activities and Sample Assignments

1. The service culture of an organization is often defined in its mission statement. Ask students to find mission statements that define the service culture. (LO 2-1)

2. Give examples (or have students role-play the situations) using the feel, felt, found technique in the following situations: (LO 2-3 through 2-6)
   a. A customer is angry because the service department is not able to get to his

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home and fix his problem for another three days, but he wants it done tomorrow.

b. A customer is disappointed that the price for a particular item has gone up since the last time she bought it.
c. A customer is acting irritated and mentions the fact that he had to wait five minutes in line since no one opened another cashier lane.
d. A customer has emailed because the clothing item she ordered on the website is much larger than standard sizes.
e. A customer emailed because he keeps getting promotional emails even though he has requested his name be taken off the mailing list.

3. Identify specific types of training that might be needed to provide excellent customer service when performing the following jobs: (LO 2-3 and 2-4)
   a. A call center representative for a cable company
   b. A shoe store salesperson
   c. A plumber
   d. A teacher
   e. A department of licensing agent

4. Compare and contrast the differences between a mentor and a boss in a short paper or group discussion. (LO 2-1 through 2-6)

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Role-Play Activity

A Special Occasion (LO 2-6)

Customer Role

Do not share your role instructions with the “service representative.”

You are a young customer and just walked into MacMillan’s department store looking for a gift for your dad’s 50th birthday.

- Start the interaction for this situation by explaining that you are looking for a special birthday present for your father because he is turning 50 years old this weekend.
- After your initial explanation of why you came to MacMillan’s, wait for the salesperson to take control of the conversation.
- Act as you normally would in a situation like this.
- During the interaction, monitor verbal and nonverbal messages sent by the salesperson and respond as you believe is appropriate. Additionally:

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- Feel free to ask questions of the salesperson or add additional details of your needs as you think of them.

Service Provider Role

Do not share your role-play instructions with your "customer."

You are salesperson in a large department store (MacMillan's). Today you are working in the men's department. You have worked for the company for a little over a year since graduating from high school and starting college courses at the local community college. You want to become a retail manager once you finish your degree. You generally enjoy your job, but sometimes find dealing with some customers challenging.

A young customer, who you estimate is around 20 years old just walked into the store looking for a birthday gift for his or her father.

During your interaction with the customer, address the following issues:

- Greet the customer as you believe is professionally appropriate for your business. Make him or her feel welcome.
- Ask pertinent questions in order to identify your customer's needs, wants, and expectations.
- Monitor verbal and nonverbal messages sent by the customer and respond appropriately.
- Carry on friendly dialogue, as appropriate.
- Close the transaction professionally and on a positive note.

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Observer Role

Watch the exchange between the customer and service provider and make notes of service challenges and successes, what the server did well, and what needs improvement from a service perspective.

Instructor Debrief Notes

Salespeople (and anyone else on the front line of customer service) are the "face" of an organization. The manner in which they greet and interact with customers, and the manner in which they provide service can impact the customer-provider relationship. From the initial contact until the parting comments and everything in between, the service representative has the power to make or break a relationship.

Training is an intricate part of preparing service representatives to be ready to handle a variety of customer types and situations. In situations where training is not readily available through the organization, service representatives should take the initiative to seek out additional knowledge and resources online, in publications,

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through educational and professional resources, and by talking to more experienced service providers. Ultimately, the people on the frontline are the ones with whom customers interact directly. They are also the ones that help a customer form an opinion of the service experience and the organization.

Explain that a positive customer interaction includes:

- An effective and personal greeting
- Rapport-building verbal and nonverbal messages
- Actively listening to the customer
- Effective identification of customer needs, wants, and expectations
- A personalized close that includes thanking the customer and an offer to further assist in the future

Discussion Opportunities

1. Discuss a situation where you were not allowed, due to policies and procedures, to grant excellent customer service. If this has never happened to you, think of an example and discuss. (LO 2-3)

2. What would motivate you to provide good service to customers? Discuss how your motivation is related to the factors discussed in the chapter. (LO 2-1 through 2-4)

3. Of the items listed in the section on customer expectations, how would you rank them in terms of importance? Which are the top five most important expectations to meet? (LO 2-6)

4. This chapter discusses some of the ways customers gain information to evaluate products. How do you evaluate products? How important is customer service to your choice of products? (LO 2-3 through 2-6)

5. Using RUMBA, evaluate your personal goals in regard to your career. Do they meet the criteria of a RUMBA goal? If not, how might you change the goals so they do meet the criteria? (LO 2-1 through 2-5)

In the Real World Notes (p. 61)

Retail—Target

Since 1962, Target has opened nearly 1,900 stores in every state in the United States

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and the District of Columbia. From its beginning, Target has grown into a multibillion-dollar entity that employs a diverse population of over 350,000 employees, and it has formed partner relationships with powerful brands like CVS and Disney. Since 1994, Target's tagline has been, "Expect More. Pay Less." To accomplish this promise, customers can shop in person at stores or on the company website (https://www.target.com). The company has also used its high-profile status to aid employees, communities, and customers, and has created multiple philanthropic endeavors, as well as encouraging employees to give back in their communities. The Target Corporation certainly has its eye on further growth as online competition with Amazon and Walmart and other large retailers continues to grow. However, with a progressive approach to serving external and internal customers and a vision for involvement with the communities that surround its brick-and-mortar stores, the future looks bright.

1. Do you have personal experience with this company? If so, describe your impressions.

   Students will likely have strong opinions about this company. Many students will have had personal experience as a customer of their brick-and-mortar or online stores. They may also be familiar with the benefits they offer employees.

2. How does this organization differ from other similar successful companies of which you are aware?

   Answers will vary, but some possibilities might include their female leadership, and the balance of price and quality.

3. Related to providing quality customer service, what do you think are some of the strengths of Target?

   Answers will vary. Students may discuss the close proximity of their stores, along with the options to shop in a store, order online, or order in advance and pick up their order at the store.

4. As a current or potential customer, what do you think the company might do to improve customer service and satisfaction?

   Answers will vary, depending on students' experience as customers of Target.

5. Would you want to work for this company? Why or why not?

   Answers will vary. Students should make the point that it is important to work with a

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company that has similar values as theirs.

Work It Out Notes

Work It Out 2.1—*Organizational Culture* (p. 68)

This first Work It Out box focuses on the components of organizational culture. The box asks students to think about their own organizations or ones they are familiar with and asks what the service philosophy of the organization is and what things make the organization unique. Students will likely enjoy talking about their own organizations, so instructors may consider doing this as a group discussion activity. The other questions ask about the factors that stand out about employee performance and other factors about the organizational culture. Students will likely have a list of positive and negative aspects or things that do not contribute to a service culture. One example would be lack of training or lack of empowerment. Finally, the last question asks students what they would do differently. Here, the instructor can make the point that the best employees are those who not only complain but offer solutions as to what can be done differently to make things better.

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Work It Out 2.2—*Think about the two return policies in Figure 2.5* (p. 75)

This box asks students to look at the two return policies in Figure 2.5 and react to them. To probe further, instructors can ask students how likely they would be to shop at either store depending on the return policies. To expand the discussion, consider leading a discussion on stores in an area close by that has generous return policies and not-so-generous ones. What are the advantages from a customer service perspective? Are there disadvantages?

Work It Out 2.3—*Managing Customer Encounters?* (p. 80)

This box asks students to think about a situation where they witnessed or experienced a customer service situation in which a manager became involved. Ask students to discuss in groups and determine if bringing the manager into the situation was justified or if the employee should have been more empowered. Next, ask students to discuss how the manager handled the situation and what could have been done to improve the situation. For follow-up questions, instructors can ask students what role training has in a manager's ability to handle situations well.

Work It Out 2.4—*Training for Service* (p. 82)

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This box asks students to discuss, in groups, the skills training needed to be in customer service. It also asks the types of training that students have had or need to have in this area to qualify for a position in customer service. Consider asking students to brainstorm a list of traits in groups and then write on the board or flip charts. Assuming most of the skills are emotional intelligence (EQ) type skills, such as friendly and approachable, instructors can make the point that while skills training is important, sometimes personality is equally important in getting a job.

Work It Out 2.5 (p. 95)

This box asks students to think about ethical behavior and then list some common unethical behaviors that employees might exhibit in the workplace. Discuss these behaviors with the students along with ways to avoid them.

Work It Out 2.6—*Your Customer Expectations* (p. 100)

This box asks students to draw on their own experiences of what "customer-friendly" means to them. Have them list four or five expectations that most customers would say are typical.

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End-of-Chapter Material Notes

Key Terms

- Attitude (p. 63)
- Churn rate (p. 72)
- Customer-centric (p. 63)
- Customer-friendly system (p. 85)
- Employee expectations (p. 67)
- Employee roles (p. 67)
- Empowerment (p. 82)
- Ethical behavior (p. 94)
- Ethics (p. 94)
- Feel, felt, found technique (p. 100)
- Mentor (p. 81)
- Mission (p. 66)
- Mission statement (p. 66)

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- Protégé (p. 81)
- RUMBA (p. 67)
- Service culture (p. 63)
- Service delivery system (p. 86)
- Service measurement (p. 69)
- Service philosophy (p. 66)
- Vision statement (p. 66)
- What customers want (p. 98)

Review Questions

1. What are some of the key elements that make up a service culture?

   The elements of a service culture include the service philosophy or mission, employee roles and expectations, policies and procedures, management support, products and services, motivators and rewards, training, and employee empowerment.

2. How does management's service philosophy affect the culture of an organization?

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   Service philosophy of an organization is the direction or vision of the organization that guides the day-to-day interactions with customers. It is the approach that an organization takes to providing service and addressing the needs of customers. This will affect the organization's culture as it is based on what the organization stands for. If all employees are aware of what their organization stands for, how it accomplishes its mission, and where it is headed in the future, they can play a crucial role in creating a service culture that strives to identify and meet customer needs, wants, and expectations.

3. How does RUMBA help clearly define employee roles and expectations? Why is each component important?

   Employee roles and expectations must be clearly defined and communicated in terms of certain characteristics, sometimes referred to as RUMBA, which stands for realistic, understandable, measureable, believable, and attainable. To be realistic, the company's employee standards and responsibilities must be in line with the reality of the workplace and customer base. To be understandable, it must be communicated and clear to every employee. To be measureable, there has to be some way to determine the accomplishment of goals, usually by the numbers. To

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be believable, every employee must commit to the goal and the people must believe it is achievable. Of course, management must also give employees the tools to achieve goals.

4. How can policies and procedures affect the customer's impression of customer service?

   Customers negatively meet organizational culture directly when a service provider hides behind "company policy" to handle a problem. If the policies prevent or make it difficult to provide customer service, it could create a negative perception. However, if employees are empowered, it can create a favorable impression when employees can do almost anything to make the customer happy.

5. What questions should you ask yourself about your role as a service provider?

   Students might consider asking who the customer is, what they can do to achieve organizational excellence, whether their efforts are focused on customer satisfaction, and whether they are empowered.

6. What are some indicators that a company has customer-friendly systems in place?

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   Customer-friendly systems are apparent through policies that say "We care" or "You're important to us." The advertising used and the way complaints or problems are handled would be examples.

7. What are some of the tools used by organizations to measure their service culture?

   Following are some of the tools that organizations can use to determine how well they are providing customer service:

   - Employee focus groups
   - Employee opinion surveys
   - Customer focus groups
   - Mystery shoppers
   - Customer satisfaction surveys
   - Customer comment cards
   - Profit and loss statements or management reports
   - Employee exit interviews
   - Walk-through audits
   - On-site management visits
   - Management inspections

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8. What are some strategies for helping promote a positive customer culture?

   Following are strategies to help promote a positive customer culture:
   - Partner with customers.
   - Explore the organization's vision.
   - Help communicate the culture and organizational vision to customers—daily.
   - Demonstrate ethical behavior.
   - Identify and improve service skills.
   - Become an expert on the organization.
   - Demonstrate commitment.
   - Treat vendors and suppliers as customers.
   - Share resources.
   - Work with, not against, the customers.
   - Provide service follow-up.

9. What separates average organizations from excellent ones?

   Spending time with customers, taking customer feedback seriously, rewarding innovation, using technology productively, and communicating openly are some examples of how an excellent organization differs from an average one.

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10. What are some typical things that customers want?

    Following are some of the typical things that customers want:
    - Personal recognition
    - Courtesy
    - Timely service
    - Professionalism
    - Enthusiastic service
    - Empathy
    - Patience

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Collaborative Learning Activity

1. In this day and age when many of the students work, it can be hard to arrange a field trip. What instructors can do, however, is ask students to note service in their daily dealings. For example, the student can note if the mission of an organization

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comes through in the service that is provided. They can also observe and interact with the customer service providers to determine if the proper training and empowerment is taking place within the organization.

2. Walk around the room as this discussion takes place to ensure students stay on the topic and answer the following questions:
   - Review the 11 strategies discussed in this chapter for promoting a positive service culture.
   - Which strategy does each student in the group believe he or she has the most opportunity to focus on as a service provider? Why?
   - As a class, do a tally to count the number of choices for each strategy (1–11). Discuss the reasoning behind these choices.

3. Walk around the room as this discussion takes place to ensure students stay on the topic and answer the following questions:
   - Based on what you read in this chapter and service providers whom you have witnessed, what factors might cause excellent service to fall short?
   - Brainstorm behaviors or techniques used by professional service providers as they work with customers face-to-face or over the phone. Would they be successful? Why or why not?

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Face to Face—*You and Your New Job in Customer Service*

This situation asks students to assume the new role in customer service at United Booksellers. The organization has been heralded for its high-quality service and friendly atmosphere. The facilities are nice, and the efficiency and helpfulness of the employees are notable. Each store has its own coffee shop where customers can relax and read. The organization employs 3,000 people and provides extensive customer service training before employees are allowed to interact with customers.

The questions following this case include:

1. Are there indicators of United Booksellers' service culture? If so, what are they?

2. If you were an employee, in what ways would you feel that you could contribute to the organizational culture?

3. If you were a customer, what kind of service would you expect to receive at United Booksellers? Why?

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Answers will vary, but the point is to ask students to think about what personality traits they have that can contribute to a high-quality organization.

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