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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) A characteristic of the overall cost leadership strategy is the incurring of start-up losses to build market share.
   - ◎ true
   - ◎ false

2) On-line networks between suppliers and their customers create a barrier to entry.
   - ◎ true
   - ◎ false

3) When pursuing a differentiation strategy, a service firm should work to ensure that the service being offered is standardized.
   - ◎ true
   - ◎ false

4) Service winners are the competitive dimensions used by customers to decide among qualified service providers.
   - ◎ true
   - ◎ false

5) Quality is considered to be a structural element of the strategic service concept.
   - ◎ true
   - ◎ false

6) Service industries have low entry barriers because economy-of-scale opportunities are limited.
   - ◎ true
   - ◎ false

7) The use of micromarketing has the potential to create customer concerns about invasion of privacy.
   - ◎ true
   - ◎ false

8) Implementing a low-cost strategy can sometimes revolutionize an industry.
   - ◎ true
   - ◎ false

9) A cost leadership strategy often involves customizing a standard service.
   - ◎ true
   - ◎ false

10) The competitive dimension of dependability is a likely candidate for becoming a service loser.
   - ◎ true
   - ◎ false

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11) Selling information and developing new services are examples of the role that information technology plays in generating revenue.
   - ◎ true
   - ◎ false

12) Information technology can be used to promote customer loyalty.
   - ◎ true
   - ◎ false

13) The IRS has identified frequent-user programs as anti-competitive.
   - ◎ true
   - ◎ false

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14) American Airlines' early development of the SABRE reservation system became the foundation for its yield management innovation.
- ◎ true
- ◎ false

15) Information databases are an asset, because they represent a source of revenue.
- ◎ true
- ◎ false

16) Information is a substitute for inventory.
- ◎ true
- ◎ false

17) Focus is a competitive strategy that creates a service perceived as being unique.
- ◎ true
- ◎ false

18) Service encounter, quality, information, and capacity planning are all managerial elements of a strategic service concept.
- ◎ true
- ◎ false

19) Ordering from L.L. Bean by telephone is an example of a service firm maximizing opportunities for economies of scale.
- ◎ true
- ◎ false

20) A firm facing serious competition for the first time is in the journeyman stage of a service firm's competitiveness.
- ◎ true
- ◎ false

21) World-class service operations strive to replace workers with enhanced automation.
- ◎ true
- ◎ false

22) Firms classified as "available for service" view quality improvement efforts with disdain.
- ◎ true
- ◎ false

23) For a firm achieving "journeyman" competitive status, the back-office function is considered an activity that plays an important role in service delivery.
- ◎ true
- ◎ false

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24) In a world-class service firm, the front-line management controls the process.
- ◎ true
- ◎ false

25) The job design premise in a world-class service organization is division of labor.
- ◎ true
- ◎ false

26) Porter's five forces analysis is used at the industry level to determine competitive intensity.
- ◎ true
- ◎ false

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27) SWOT analysis is objective with easily agreed upon results.
- ◎ true
- ◎ false

28) Scalability is a measure of how unit variable cost relates to transaction volume.
- ◎ true
- ◎ false

29) Infinite scalability can occur only when the variable cost is zero.
- ◎ true
- ◎ false

30) Healthcare is an example of a service that exhibits high scalability.
- ◎ true
- ◎ false

31) A highly scalable firm such as Kelly Blue Book (kbb.com) requires a call center.
- ◎ true
- ◎ false

32) Scalability is enhanced with self-service.
- ◎ true
- ◎ false

33) Customers seldom take note of firms that are leaders in the sustainability movement.
- ◎ true
- ◎ false

34) Recycling paper and reducing energy usage often is the first step toward sustainability.
- ◎ true
- ◎ false

35) The use of RFID tags for tracking inventory is the first application of internet of things.
- ◎ true
- ◎ false

36) Analytics and big data are associated terms.
- ◎ true
- ◎ false

37) Big data proceeds from "hindsight" to "wisdom" in level of value and difficulty.
- ◎ true
- ◎ false

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38) Casinos use big data to manage their customer loyalty programs.
- ◎ true
- ◎ false

39) The internet of things (IoT) has the potential for abuse.
- ◎ true
- ◎ false

40) The use of baby monitors is an early example of the internet of things.
- ◎ true
- ◎ false

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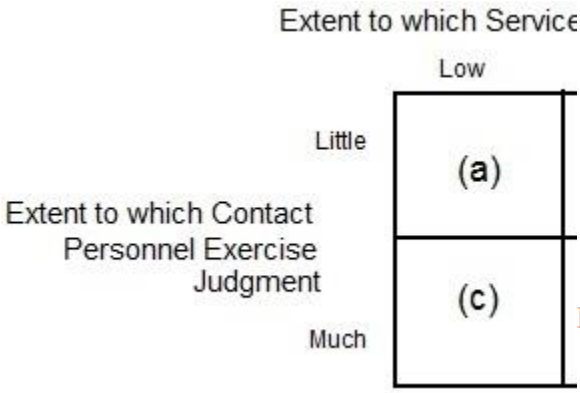
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MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

41) The qualifier for an airline offering short commuter flights is _____.
- A) quality of the meals
- B) safety record
- C) politeness of the crew
- D) on-time performance

42) Place the McDonald's fast food chain within the following matrix.



- A) (a)
- B) (b)
- C) (c)
- D) (d)

43) A difficult economic environment exists for service industries for all but one of the following reasons.
- A) relatively high overall entry barriers
- B) product substitution
- C) minimal opportunities for economies of scale
- D) exit barriers

44) A personal training facility that is located in the exclusive Beverly Hills area with only one other competitor could adopt a service strategy that emphasizes _____.
- A) overall cost leadership
- B) differentiation
- C) focus
- D) personalization

45) Of the nine dimensions of service competition, three are regarded as most likely to become service losers. Which of the following is *not* one of those three vulnerable dimensions?
- A) Speed
- B) Price
- C) Dependability
- D) Personalization

46) Which of the following is *not* identified as a strategy common to many successful service providers?
- A) close coordination between the marketing and operations
- B) the exploitation of information to generate new business
- C) a project-oriented organizational structure
- D) redirection of the strategic service vision inward to focus on employees

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47) Which of the following usually is *not* a good idea with respect to an overall cost leadership strategy?
A) Offer as many different services as possible to spread overhead costs.
B) Concentrate on routine/standardized services.
C) Replace labor with capital where possible.
D) Perform some service activities off-line at a centralized site.

48) The nature of the service act depends on to whom or to what the service is directed and the degree of "tangibility" of the service provided. An example of a tangible service directed to the possessions of a customer would be _____.
A) a stay in a hotel
B) an investment advising session
C) a fortune telling session
D) a full-service car wash

49) Which one of the following is *not* a key characteristic that leads to a difficult competitive environment for service industries?
A) low barriers to entry
B) lack of sustainable competitive advantage
C) lack of government regulation and oversight
D) low switching costs for customers

50) In which of the following cases does the use of information raise ethical issues?
A) yield management
B) selling information
C) micromarketing
D) all of these are correct

51) American Airlines' SABRE reservation system fills the following strategic role of information _____.
A) revenue generation
B) productivity enhancement
C) creation of barriers to entry
D) data base asset

52) Services can create barriers to entry by_____.
A) using economies of scale
B) creating switching costs
C) using databases and information technology
D) All of these are correct.

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53) Which of the following is an example of the competitive use of information in generating revenue?
A) Reservation systems
B) Data envelopment analysis
C) Micromarketing
D) Expert systems

54) Which of the following is *not* a role of information technology?
A) Creating a barrier to entry for competitors
B) Generating revenues
C) Displacing workers
D) Managing multisite operations

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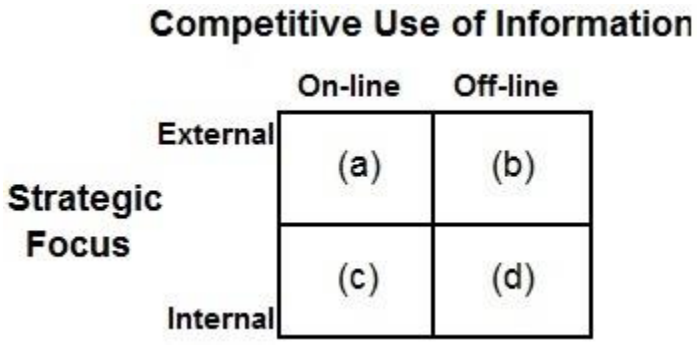
55) Using the dimensions of strategic focus and competitive use of information can identify four strategic roles of information. Which of the following is *not* a strategic role of information?
A) Create barriers to entry
B) Generate revenue
C) Create a data base asset
D) Provide global communications

56) Real-time information technologies that have a focus on internal operations can play a competitive role in increasing revenue opportunities. Which one of the following uses of information does *not* play a role in generating revenue?
A) Yield management
B) Point of sale
C) Expert systems
D) Sale of information

57) Bar coding and checkout scanner technology have created a wealth of consumer buying information that can be used to target customers with precision. This process is an example of _____.
A) service development
B) micromarketing
C) data envelopment analysis
D) point of sale

58) Kraft targeted its cream cheese flavors to match the tastes of a store's customers using off-line analysis of POS (point-of-sale) data. This is an example of _____.
A) yield management
B) expert systems
C) data envelopment analysis
D) micromarketing

59) Service firms use information technology to create barriers to entry, generate revenue, enhance productivity, and serve as data base assets. Where does productivity enhancement fit in the diagram below?



A) (a)
B) (b)
C) (c)
D) (d)

60) Which of the following service quality descriptions would be considered "World Class"?
A) It raises the customer's expectations and improves continuously.
B) It exceeds the customer's expectations and is consistent on many dimensions.
C) It is less important than cost and is highly variable.
D) It contributes to service and plays an important role in total service.

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61) Not satisfied with just meeting customer expectations, this category of service firms expands upon the expectations to levels that competitors find difficult to meet.
A) Available-for-service
B) Journeyman
C) Distinctive competence achieved
D) World-class service delivery

62) The innovation of moving from a "country" store where the proprietor fills the shopper's list with items from behind the counter to a self-service supermarket where the shopper fills a cart with items represents a move between which of the following pairs of competitive stages?
A) from available-for-service to journeyman
B) from available-for-service to distinctive competence achieved
C) from journeyman to distinctive competence achieved
D) from distinctive competence achieved to world-class service delivery

63) Which of the following stages of a firm's competitiveness describes customers who seek out a firm based upon its sustained reputation for meeting customer expectations?
A) available-for-service
B) journeyman
C) distinctive competence achieved
D) world-class service delivery

64) Which one of the following does SWOT analysis *not* have as its aim?
A) Reveal competitive advantages.
B) Determine the competitive intensity.
C) Analyze prospects.
D) Development of contingency plans.

65) Porter's five forces analysis does *not* include which one of the following considerations?
A) Pricing power
B) Potential new entrants
C) Threat of substitutes
D) Bargaining power of suppliers

66) Which one of the following is *not* a dimension of scalability?
A) Information versus goods content
B) Degree of self-service
C) Cost of after-sales service
D) Shipping and handling costs

67) Which of the following is *not* considered a criterion for evaluating the triple bottom line?
A) Social progress
B) Economic growth
C) Environmental stewardship
D) Market share

68) _____ is the highest level of value and difficulty in use of big data.
A) Descriptive analytics
B) Prescriptive analytics
C) Diagnostic analytics
D) Predictive analytics

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69) The trajectory of internet of things (IoT) began with _____.
A) vertical market applications
B) ubiquitous positioning
C) physical world web
D) supply chain helpers

70) Which of the following is an application of big data in service industries?
A) drafting athletes
B) health assessment
C) pricing models
D) All of these are correct.

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Answer Key

Test name: Chapter 02

1) TRUE
2) TRUE
3) FALSE
4) TRUE
5) FALSE
6) FALSE
7) TRUE
8) TRUE
9) FALSE
10) TRUE
11) FALSE
12) TRUE
13) FALSE
14) TRUE
15) TRUE
16) TRUE
17) FALSE
18) FALSE
19) TRUE
20) TRUE
21) FALSE
22) TRUE
23) FALSE
24) FALSE
25) FALSE
26) TRUE
27) FALSE
28) TRUE
29) TRUE
30) FALSE
31) FALSE
32) TRUE
33) FALSE
34) TRUE
35) TRUE
36) TRUE
37) FALSE
38) TRUE
39) TRUE
40) TRUE
41) B
42) A
43) A
44) B
45) B
46) C
47) A
48) D
49) C
50) D
51) C
52) D
53) C
54) C
55) D
56) C
57) B
58) D
59) D
60) A
61) D
62) B
63) C
64) B
65) A
66) B
67) D
68) D
69) D
70) D

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