

Chapter 4: DEVELOPING AND MAINTAINING A SERVICE CULTURE

1. Marketing aimed at a company's own employees is referred to as:

A: Promise keeping

B: A service culture

C: Internal marketing

D: A marketing triangle

E: Employee marketing

Answer: C

2. Corporations that demonstrate low investment in employees may be reflecting:

A: An overall disinterest in revenue generation

B: Low motivation to implement cost-cutting strategies

C: Little understanding of overall market trends

D: A lack of recognition as to who delivers brand promises

E. All of the above

Answer: D

3. Enabling employees to deliver satisfying products to guests in the tourism and hospitality sector includes which of the following as the first step in a four-step process:

A: Establishment of a service culture

B: Implementation of a reward system

C: Development of a marketing approach to human resources

D: Dissemination of marketing information to employees

E: None of the above

Answer: A

4. Overall behaviors and activities as well as formal decrees, unwritten guidelines and shared values and beliefs are collectively referred to as a company's:

A: Service culture

B: Organizational culture

C: Marketing culture

D: Behavioral norms

E: Benchmark standards

Answer: B

5. Giving employees the authority to identify and solve guest problems or complaints and to make improvements in work processes is described as:

A: Promotion

B: Cultivation

C: Engagement

D: Empowerment

E: Entitlement

Answer: B

6. A marketing approach to human resources management involves the use of marketing techniques to:

A: Attract and retain employees

B: Train employees in marketing strategies

C: Retain employees who market the company

D: Incorporate human resources principles into marketing cultures

E: Incorporate marketing principles into management strategies

Answer: A

7. Companies must ensure that they recruit highly motivated, customer-oriented, and sales-minded employees chiefly because:

A: Existing employees may be influenced by new employees

B: The service industry depends heavily upon good employees

C: Changing attitudes and behaviors is more difficult post-recruitment

D: Each employee may stay with a company over extended periods

E: Creating a good service culture depends on quality employees

Answer: C

8. Employee turnover in the hospitality industry is estimated at being:

A: Half that of other industries

B: Equivalent to other industries

C: A third of other industries

D: Somewhat more than other industries

E: Double that of other industries

Answer: E

9. According to Jon Katzenbach, author of Why Pride Matters More Than Money, building pride is important in that it helps in each of the following specific respects EXCEPT:

A: Injecting humor into the workplace environment

B: Setting aspirations that touch emotions

C: Helping employees pursue a meaningful purpose

D: Helping employees pursue monetary rewards

E: Helping employees become persons of high character

Answer: D

10. Finish the following sentence by selecting the best option from the list below. Continuous training can help increase _____ :

A: Employee turnover

B: Employee performance

C: Employee morale

D: Customer service

E: Customer satisfaction

Answer: C

11. Research suggests that the frequency, quality, and accuracy of downward communication moderates which of the following, thereby increasing job satisfaction among employees.

A: Role ambiguity

B: Performance standards

C: Communication confidence

D: Management loyalty

E: Customer orientation

Answer: A

12. More traditional communication mechanisms include company meetings, training sessions, newsletters, emails, annual reports and video or DVDs. Southwest Airlines takes a more novel approach to addressing employee concerns and relaying information through:

A: One-on-one communication

B: A company blog

C: A virtual world

D: A public announcement system

E: A television channel

Answer: B

13. One technique adopted by the Renaissance Harbor View Hotel in Hong Kong to ensure service consistency in particular is:

A: Monthly employee retreats

B: Online customer evaluations

C: Mystery shopping

D: Internal promotion

E: Closed-circuit television

Answer: C

14. Bob Macdonald, president of Maritz Canada argues that organizations need to clearly communicate performance objectives and provide relevant training, as well as rewards and recognition. However, in order to motivate employees rewards should be:

- A: In the form of monetary incentives only*
- B: Tailored to the interests of target employees*
- C: Large enough to be considered an incentive*
- D: Aimed at promoting best practices within a company*
- E: Fairly distributed by the management team*

Answer: B

15. Neglecting employees may garner negative media attention through which of the following according to recent trends:

- A: Human rights' watchdog groups and protests*
- B: Strikes that impact entire sectors of service industries*
- C: Class action lawsuits against particular companies*
- D: Employees exiting their jobs in extravagant ways*
- E: Insider leaks regarding company abuses to the media*

Answer: D