

Chapter 1

Which of the following is NOT a method of classifying services?:

- a. Degree of flexibility
- b. Degree of intangibility
- c. Degree of simultaneity
- d. Degree of labour intensity

One of the characteristics of services is simultaneity. Simultaneity means...

- a. that both a provider and a customer need to be present at the realization of a service.
- b. that customers don't participate in the production.
- c. that, with services, there is always a full overlap between production and consumption.
- d. that services are 'place independent', which means that the place of consumption is not important.

Which of the following statements about intangibility is correct?

- a. Search qualities are attributes that a consumer can determine before the purchase.
- b. Experience qualities are attributes that can only be discerned before purchase.
- c. Credence qualities are attributes that the consumer can easily evaluate after purchase.
- d. Intangibility implies heterogeneity. The fact that the result of a service transaction is not a transfer of ownership opens up possibilities of variation.

Maister's framework of service classification states that:

- a. In the 'pharmacist' situation, customers desire both technical standards and minimal costs.
- b. The 'psychotherapist' is characterized by standardized processes, where there is a high degree of client contact.
- c. In the case of the 'nurse', there is a need for high levels of innovation.
- d. The 'brain surgeon' situation involves high levels of customer interaction.

'Services' is a label covering a wide variety of business. As a result, further refinements can be useful. Which four categories are the categories used for making a distinction between the different kind of services?:

- a. Distributive services, Producer services, Social services, Personal services
- b. Social services, Public services, Producer services, Government services
- c. Distributive services, Public services, Personal services, Internet services
- d. Public services, Personal services, Social services, Government services

Which of the following services does not belong to the social category of service?

- a. tourism
- b. health care
- c. education
- d. government agencies

Based on Maister's framework we can distinguish four types of services. Which of the following statements is correct?

- a. Brain surgeon combines customized processes and low degree of client contact.
- b. Nurse combines customized process and high degree of client contact.
- c. Pharmacist combines high degree of client contact and standardized processes.
- d. Psychotherapist combines standardized process and low degree of client contact.

Some people who have antivirus software on their computer have a hard time to understand the performance of it. To which of the following categories (related to offerings) does this belong?

- a. Credence qualities.
- b. Experience qualities
- c. Search qualities.
- d. Unexperienced qualities.

In respect of the three categories of qualities. Surgeons performing a heart transplant with a client comes most close to

- a. Credence qualities
- b. Between experience and credence qualities
- c. Search qualities
- d. Experience qualities

Attributes that a consumer may find impossible to evaluate even after purchase or consumption are called:

- a. credence attributes
- b. search attributes
- c. experience attributes
- d. perishable attributes

Engel's Law states:

- a. When people are poor, they have to allocate all or a large part of their income to the necessities of life. When income rise, people spend more on food, but not all of the increase in income is spent on food, since this need can be saturated.
- b. When people are rich, they have to allocate all or a large part of their income to the necessities of life. When income drops, people spend more on food, but not all of the increase in income is spent on food, since this need can be saturated.
- c. Any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership on anything
- d. None of above

Which is the key skill of a customized process with a low degree of client contact

- a. Creative, innovative solutions to one-of-a-kind solutions
- b. Supervision of low-cost delivery team
- c. Real-time diagnosis of complex ill-specified problems
- d. Making client experience comfortable and user-friendly in going through pre-set process

Which of these statements regarding the characteristics of services and goods is true?

- a. Intangibility implies perishability; simultaneity implies heterogeneity
- b. Tangibility implies perishability; simultaneity implies heterogeneity
- c. Intangibility implies perishability; simultaneity implies homogeneity
- d. Tangibility implies perishability; simultaneity implies homogeneity

Chapter 2

Which statement about the nature of interaction is true?

- a. In personal-interactive service firm is very dynamic, because each task requires unique and innovative solutions.
- b. The employee in a maintenance-type organization has to make difficult and highly technical judgements.
- c. In task-interactive services, customers have a lot of knowledge of the necessary techniques required to provide the service.
- d. In maintenance-interactive services, the direct interface between employee and customer makes it necessary to have one employee serve the same customer repeatedly.

Which statement about the nature of interaction is NOT true?:

- a. In personal-interactive services, it's very important to have standards and guidelines, because the employee operates with considerable autonomy.
- b. In task-interactive services, clients are in a dependent position, because the service employee controls the most information.
- c. The employees in maintenance-interactive services are capable of providing services for a large number of customers.
- d. In the task-interactive service firm, service employees can't be easily substituted because of the high switching costs.

Which of these is not one of the three basic types of interaction?

- a. Social-interactive services
- b. Personal-interactive services
- c. Maintenance-interactive services
- d. Task-interactive services

The permeable boundary between employees and customers states that ...

- a. what happens inside a service organization cannot be hidden from the customer.
- b. employees and customers need to work closely together to create a customized product.
- c. there is less need for technical skills when the employee and the customer have a personal relationship.
- d. the customer can easily take on part of the job, which eventually leads to self-service.

Which statement about the cycle of failure is false?:

- a. The cycle of failure begins when a company is looking for cost reductions in the long run.
- b. Companies can get seduced into the cycle of failure, because they think that investing in technology is more important than investing in people.
- c. In the cycle of failure, jobs are reduced to simple tasks that require less training.
- d. In the cycle of failure, employee dissatisfaction is born when employees get bored.

Which one of the following is not a nature of interaction?

- a. Customer-interactive services
- b. Maintenance-interactive services
- c. Personal-interactive services
- d. Task-interactive services

Which of the following statements about value is wrong?

- a. Value is objective.
- b. We can define value as 'the customer's eye of benefits and costs related to the exchange of goods and services'.
- c. Adding other services than initially wanted by the consumer can augment value.
- d. Value is subjective.

Which term is not part of the attitude/ behavior part of the Service Triangle?

- a. Flexible.
- b. Tact.
- c. Anticipation.
- d. Courtesy.

Which statement could be defined as correct

- a. maintenance-interactive services are more open to co-production
- b. task-interactive services and maintenance-interactive services are more open to co-creation
- c. maintenance- and personal-interactive services are more open to co-production
- d. task-and personal- interactive services are more open to co-production

An example of a task-interactive service is:

- a. interaction with an architect
- b. interaction with a psychotherapist
- c. interaction with a bank employee
- d. interaction with a counsellor

The service triangle: diagnosis and advice, innovative, ethical, confidential... are part of...

- a. Professionalism
- b. Physical and process components
- c. Attitude/behaviour
- d. None above

When you go with your car to the carwash, the provided service is clearly an example of:

- a. Maintenance-interactive services
- b. Task-interactive services
- c. Personal-interactive services
- d. Combination of the three services above

Which statement could be defined as correct

- a. maintenance-interactive services are more open to co-production
- b. task-interactive services and maintenance-interactive services are more open to co-creation
- c. maintenance- and personal-interactive services are more open to co-production
- d. task-and personal- interactive services are more open to co-production

According to Schlesinger and Heskett, which of these aspects is not part of the 'cycle of success'?

- a. Use of technology to control quality
- b. Continuity in relationship with customer
- c. Low customer turnover
- d. Above average wages

Chapter 3

If service employees are not necessarily performing up to the standards set, we can speak of a...

- a. Delivery gap
- b. Knowledge gap
- c. Standards gap
- d. Positioning gap

The service gap model uses four provider gaps:

- a. The standards gap, the delivery gap, the knowledge gap and the positioning gap.
- b. The delivery gap, the customer gap, the positioning gap and the perceived gap.
- c. The perceived gap, the delivery gap, the management gap and the standards gap.
- d. The perceived gap, the experienced gap, the standards gap and the knowledge gap.

If the management of the firm has the wrong perception of customer expectations, we can speak of a...

- a. Knowledge gap
- b. Standards gap
- c. Delivery gap
- d. Positioning gap

Customers can be segmented according to what they need. Which of the following categories for the after-sales service market doesn't exist?:

- a. The capital seekers.
- b. The hand-holders.
- c. The risk avoiders.
- d. The basic need customers.

Which of the following statements about the service gap model is false?:

- a. The delivery gap is the gap between expected service and perceived service.
- b. The standards gap exists when service standards don't reflect management's perceptions.
- c. Developing a relationship with the customer can help to minimize the knowledge gap.
- d. The positioning gap can have a negative impact on the customer when the firm promises more than it can deliver.

Which statement, considering market segmentation, is correct?

- a. Basic need customers want a standard level of services. They are price-sensitive.
- b. Risk-avoiders look to avoid big bills but care less about other elements. They are price-sensitive.
- c. Handholders are price-sensitive customers who need high level of service
- d. Risk-avoiders are price-sensitive customers who want a standard level of services

The delivery gap can be defined by the gap between...

- a. Service delivery & service quality specifications.
- b. External communication & service delivery.
- c. Expected service & perceived service.
- d. Management perceptions of consumer expectations & service quality expectations.

Which of the following gaps is not a 'provider gap' included in the 'Service Gap' model?

- a. The expectation gap.
- b. The knowledge gap.
- c. The delivery gap.
- d. The standards gap.

Employees performing a service that is not in line with the expectations and specifications defined by upper management lack skills of bridging the

- e. delivery gap
- f. knowledge gap
- g. positioning gap
- h. standards gap

The difference between the management perceptions of customer expectations and the service quality specifications is called:

- a. the knowledge gap
- b. the delivery gap
- c. the standards gap
- d. the positioning gap

Management of the firm might have the wrong perception of customer expectations. This is an example of:

- a. The knowledge gap
- b. The standards gap
- c. The delivery gap
- d. The positioning gap

To which gap is the following question related?

What are the important elements of the services to be provided, stated in terms of results, produced for the customer, for the employee and the company?

- a. knowledge gap
- b. standards gap
- c. delivery gap
- d. positioning gap

When talking about standard and high levels of after-sales service, what is the correct description for hand-holders?

- a. Service-oriented customers, who ask for a high level of technical support and frequent interaction with sales people
- b. Product-oriented customers, who want a consistent product performance over time and a large selection of products
- c. Price-sensitive customers, who look for on-time delivery and a reasonable price of the product
- d. Product-oriented customers, who look for on-time delivery and a high level of technical support

Chapter 4

When designing a service process, one must take the different kinds of variability into account to improve the quality of the service. Which of the following is not a customer-induced variability?

- a. Measurement variability
- b. Request variability
- c. Effort variability
- d. Capability variability

According to Silvestro et al., the number of customers processed by a typical unit per day can be used as a volume measure. These researchers integrated different variables, that combined with volumes, resulted in 3 types of service process. Which of the following process types was NOT proposed by these researchers?

- a. Sequential services
- b. Service shops
- c. Mass services
- d. Professional services

Service blueprinting is an analytical tool for process design and mapping that uses 3 different lines on the blueprint. Which 3 lines are used when developing a service blueprint?

- a. Line of interaction – line of visibility - line of internal interaction
- b. Line of interaction – line of visibility – line of support
- c. Line of customer actions – line of visibility – line of internal actions
- d. Line of customer actions – line of visibility – line of internal interaction

According to Silvestro et al., the number of customers processed by a typical unit per day can be used as a volume measure. They used several variables to construct 3 different process types. Which of the following variables was not used by Silvestro et al. to determine a process type?

- a. Degree of automation
- b. Customer contact time per transaction
- c. Equipment- or people focused
- d. Product- or process focused

Richard Bohmer states that the nature of service in health care is determined by the extent to which the underlying health problem is structured. Which of the following statements according to this subject is true?

- a. When we compare Bohmer's framework to that of Silvestro et al., sequential care corresponds with mass services.
- b. When we compare Bohmer's framework to that of Silvestro et al., sequential care corresponds with professional services.
- c. When we compare Bohmer's framework to that of Silvestro et al., sequential care corresponds with service shops.
- d. When we compare Bohmer's framework to that of Silvestro et al., sequential care corresponds with the service factory.

Which of the following is not a line between the swimlanes of a blueprint?

- a. Line of communication
- b. Line of interaction
- c. Line of visibility
- d. Line of internal interaction

Which of the following variability is not related to the customer?

- a. Delivery variability
- b. Capability variability.
- c. Effort variability.
- d. Request variability.

Degree of discretion

- a. refers to the degree of freedom front-office personnel have in altering services without the authorization of superiors
- b. reflects how front-office personnel handles sensitive information of the customers
- c. is the range of distinct products and services provided by a company to customers
- d. is low for smooth, non-disrupting service processes

Taking into account the relationship between process type and transaction volume, a management consultancy firm is most characterized by

- a. Low number of customers processed per day, high contact time, high customization, high discretion and front-office approach
- b. low contact time, low customization low discretion and low number of customers processed per day
- c. low contact time, low customization low discretion and high number of customers processed per day
- d. medium contact time, medium discretion, process/product approach and medium number of customers processed per day

In service blueprinting, a point in the activity chain where the probability of customers having to wait is called:

- a. a bottleneck
- b. a failure point
- c. a moment of truth
- d. an interruption point

When talking about the exact same service, It is possible that some customers think a service is bad, while others think it is good. This is an example of:

- a. Subjective preference variability
- b. Arrival variability
- c. Request variability
- d. Capability variability

Which variability isn't mentioned a type of customer-induced variability:

- a. price-sensitivity variability
- b. request variability
- c. arrival variability
- d. subjective preference variability

Womack and Jones : "By minimizing customer's time and effort and delivering exactly what they want when and where they want it, companies can reap huge benefits." This statement applies to which tool?

- a. Lean
- b. Quality Function Deployment (QFD)
- c. Service blueprinting
- d. ISO 9000

Chapter 5

Which of the following is not part of the 3 layers of competency?

- a. Social repertoire
- b. Technical competencies
- c. Personal characteristics
- d. Behavioral repertoire

Which of the following statements about the 3 layers of competency is false?

- a. Traits refer to the physical attributes when responding in a certain situation.
- b. Personal characteristics consist of motivations, traits and a person's self-concept.
- c. The 3 types of competency have effects on one another.
- d. While the behavioral repertoire is located more on the surface, the personal characteristics form the core.

Which of the following statements about the types of competency and the different types of service is true?

- a. In personal-interactive encounters, the personal repertoire plays a major part.
- b. In personal-interactive encounters, the behavioral repertoire plays a major part.
- c. In task-interactive encounters, the personal repertoire plays a major part.
- d. In task-interactive encounter, the behavioral repertoire plays a major part.

Which of the following statements about the Michigan HRM model is true?

- a. The Michigan model is all about linking the HR practices with the different business requirements.
- b. The Michigan model defines a larger range of areas than the Harvard model does.
- c. The Michigan model acknowledges the fact that there are different stakeholders and tries to implement their interests in one HRM policy.
- d. The Michigan model puts an emphasize on the human aspect of HRM.

Which of the following statements about the Harvard HRM is false?

- a. The Harvard model is all about linking the HR practices with the different business requirements.
- b. The Harvard model defines a larger range of areas than the Michigan model does.
- c. The Harvard model acknowledges the fact that there are different stakeholders and tries to implement their interests in one HRM policy.
- d. The Harvard model integrates all stakeholders, the content and process of HRM and the company's strategy

Which one is not among the outcomes which need to be achieved by an organization?

- a. Customer satisfaction
- b. Cost effectiveness
- c. Competence
- d. Congruence

Role stress can be minimized using several techniques. Choose the best combination.

- a. As services are an interaction of people, we leave some space to the staff to take initiatives.
- b. We set the standards for a front desk staff member as high as possible. In this way someone can get the most out of his talent.
- c. To communicate in the best way, staff will get its tasks from different persons from the management.
- d. Just like McDo, we will empower our staff in the highest degree.

The whole process of developing maintenance software is a clear example of :

- a. Task-interactive services
- b. Personal-interactive services.
- c. Maintenance-interactive services
- d. Product development.

An employee who has to do fraudulent acts in the company's books by the CEO, while the board of directors and the judiciary system forbids it, has to contend with a

- a. Inter-sender conflict
- b. Intra –sender role conflict
- c. inter-role conflict
- d. person-role conflict

Which of these is NOT part of the 4 C's in the Harvard Model:

- a. competition
- b. commitment
- c. competence
- d. congruence

The... model stresses the idea of strategic matching and the basic building blocks of HRM

- a. Michigan
- b. Harvard
- c. Oxford
- d. Cansas

Which is not among the most important competencies for front-office personnel in a distribution company?

- a. vision
- b. progress monitoring
- c. customer orientation
- d. oral presentation

The pressure on a foreman for close supervision from his superiors and for looser supervision from his subordinates provide an example of which type of role conflict?

- a. Inter-sender conflict
- b. Intra-sender role conflict
- c. Inter-role conflict
- d. Person-role conflict

Chapter 7

The back office consists of which activities?

- a. Those that can be physically and/or temporally separated from the customer.
- b. Those that have to be performed while the customer is present.
- c. Those where a cashier is involved.
- d. Those where more than 1 customer is involved.

The front office consists of ...

- a. activities that have to be performed while the customer is present.
- b. activities that can be physically and/or temporally separated from the customer.
- c. activities where employees of multiple divisions must be present.
- d. activities where leadership is needed to perform them well.

Which are the 3 elements of the servicescape?

- a. Ambient conditions: noise, spatial layout and process: machinery, signs symbols: labels on the door.
- b. Ambient conditions: number of people, spatial layout and process: room temperature, signs symbols: odor.
- c. Ambient conditions: signage, spatial layout and process: air quality, signs symbols: music.
- d. Ambient conditions: furnishing, spatial layout and process: availability of water, signs symbols: lift that is out of order.

Disney chose its location based on which factors?

- a. Quality of transport infrastructure, government support, available space, central location, geographical distribution of the potential visitors, weather,..
- b. Costume designers living in the neighborhood, having enough unemployed people in the area.
- c. They have a large supply of food.
- d. A region where there is a sufficient amount of people with low income.

The process design of the back office can have a....?

- a. Focus on efficiency through economies of scale .
- b. Focus on the needs and wants of the customer.
- c. Focus on the demand fluctuations.
- d. Focus on making a factory appealing to the customer.

Which design decision should not be taken to better structure the office?

- a. The decision on how to create an attractive design
- b. The decision on how employees are grouped together
- c. The decision on where customer contact occurs
- d. The decision on which activities are decoupled from each other

Responsiveness of the customer in servicescape; which of the following statements is wrong?

- a. An emotional response is the understanding, beliefs and convictions of the customers.
- b. Noise will provoke a physiological response
- c. Employees also give response to the environmental stimuli.
- d. The degree of arousal is linked with the emotional response

Which of the following responses is not a customer response to environmental stimuli according to Bitner?

- a. Interactive response.
- b. Physiological response.
- c. Emotional response.
- d. Cognitive response.

What is not included in the servicescape model as described by Bitner?

- a. The people component
- b. Ambient conditions
- c. Spatial layout and process
- d. Signs, symbols and artefacts

Front office design operations are related to

- a. differentiation strategies
- b. making things appealing for employees
- c. achieving higher efficiency through economies of scale
- d. Low- cost strategies

The effect the environment has on the customers' understanding, beliefs and convictions is called a:

- a. cognitive response
- b. emotional response
- c. physiological response
- d. physical response

... refers to the effect the environment has on the customers' understanding, beliefs and convictions. Stimuli has to be seen as non-verbal communication.

- a. A cognitive response
- b. An emotional response
- c. A physiological response
- d. None above

What is the definition of servicescape?

- a. all objective physical factors that can be controlled by the firm to enhance (or constrain) employees' and customers' activities
- b. a blueprint that communicates to employees what service they should provide and to customers what service they should expect.
- c. A blend of what the company says the brand is, what others say and how the company performs the service
- d. The ability to hold, receive, store or accommodate a certain volume

Chapter 8

Butler and Abernethy and the Dutch advertising company FHV/BBDO did research about different customer's expectation of information from service advertising or goods advertising. Which of the following statements is wrong?

- a. Services advertising uses more images and fewer text
- b. Services advertising uses fewer colors
- c. Service advertising uses fewer price indications
- d. Phone numbers and addresses are more frequently mentioned in newspaper advertisements for pure service companies than for companies selling goods.

Which one of the following is NOT a principal component of a service brand?

- a. Internal brand communications
- b. Brand awareness
- c. Customer experience with the brand
- d. External brand communications

Worth-of-mouth communication is an example of ...

- a. External brand communications
- b. Brand awareness
- c. External brand meaning
- d. Brand equity

Which order of the different stages in building up a communication plan is correct?

- a. Setting objectives, determining audiences, selecting channels, assigning budgets, measuring effectiveness
- b. Determining audiences, selecting channels, setting objectives, measuring effectiveness, assigning budgets
- c. Setting objectives, assigning budgets, determining audiences, selecting channels, measuring effectiveness
- d. Selecting channels, determining audiences, assigning budgets, setting objectives, measuring effectiveness

A printed catalogue of a mail order company is an example of...

- a. One-way communication
- b. Public Relations and sponsoring
- c. Two-way communication
- d. Personal and internal communication

Which of the following statements is correct?

- a. Benefit-driven pricing is used for unforeseeable outcomes
- b. Flat-rate pricing is the most extreme form of value-based pricing
- c. Flat-rate pricing follows the principle that customers feel less uncertain if the unit price seems logical for them
- d. Service guarantees are especially useful for lawyers, who often face foreseeable outcomes

To deliver the service to the customer, we can adopt different promotional channels. Which statement is wrong?

- a. Personal communication can be used in the orientation state.
- b. Surroundings communication can be used in the operation state.
- c. Feedback communication can be used in the closing and evaluation stage.
- d. Internal communication is used in the alignment and specification stage.

Word-of-mouth communication

- a. is even more important in service business due to the intangible nature of services.
- b. is always positive.
- c. can't appear throughout the entire service delivery process.
- d. can't be encouraged by a company.

Which of the promotion procedures is the most effective in the closing & evaluation stage

- a. PR and sponsoring.
- b. Two-way media communication
- c. Internal communication
- d. Personal communication

By surrounding communication we mean:

- a. communication related to the physical environment in which services are consumed
- b. communication about the experiences and opinions of the customers
- c. communication about the satisfaction rate of the customers with the delivered service
- d. communication between personnel of a company

Which is the right order of stages in drawing up a communication plan?

- a. Setting objectives, determining audiences, selecting channels, assigning budgets, measuring effectiveness
- b. determining audiences, selecting channels, assigning budgets, measuring effectiveness, Setting objectives
- c. selecting channels, assigning budgets, measuring effectiveness, Setting objectives, determining audiences,
- d. Setting objectives, determining audiences, assigning budgets, measuring effectiveness, selecting channels

What is the first stage In drawing up a communication plan?

- a. Setting objectives
- b. Determining audiences
- c. Selecting channels
- d. Assigning budgets

Chapter 10

Which one of the following statements is true?

- a. The lower the degree of personal control, the less tolerance there is for waiting
- b. Occupied time feels longer than unoccupied time
- c. Group waits feel longer than solo waits
- d. Equitable waits are longer than unfair waits

Which of the following statements about the psychology of waiting is wrong?

- a. In-process waits feel longer than pre-process waits
- b. Most people tend to overestimate the actual waiting time
- c. The more valuable the service, the higher the tolerance for waiting
- d. Most people will be tolerant of waiting when the cause of the delay is beyond the control of the service organization.

Which of the following statements about yield management is wrong?

- a. Yield management is mostly used when capacity is unperishable
- b. Yield management is the same as revenue management
- c. Yield management is defined as the process of allocating the right type of capacity to the right type of customer at the right price so as to maximize yield
- d. Yield management is used when the company has fixed capacity.

“Capacity” is the ability to hold, receive, store or accommodate a certain volume. This definition is inappropriate in most organizations and should be extended with three other concepts. Which concept is no part of the extension?

- a. Input resources
- b. Output resources
- c. Bottlenecks
- d. Time dimension

The framework for staffing and scheduling in a service environment in order from most strategic to most operational:

- a. Manpower planning – workforce staffing – workforce scheduling – daily reassignment
- b. Daily reassignment – manpower scheduling – manpower staffing – workforce planning
- c. Daily reassignment – workforce staffing – workforce scheduling – manpower planning
- d. Workforce planning – manpower scheduling – manpower staffing – daily reassignment

When should you NOT apply yield management?

- a. When the capacity is perishable
- b. When marginal sales cost is high
- c. When there's variable capacity
- d. Where customer's needs are very much alike

In a golf resort, the number of lessons can be derived from the occupation rate of the hotel. This is an example of:

- a. Pseudo-dependent demand items.
- b. Pseudo-independent demand items.
- c. Dependent demand items.
- d. Independent demand items.

You shouldn't apply yield management when

- a. marginal sales cost is high but the cost of adding extra capacity is low.
- b. capacity is perishable.
- c. when you have a relatively fixed capacity to operate with.
- d. you can make use of segmentation instead.

The use of flour in a catering company is a

- a. Dependent demand item
- b. independent demand item
- c. pseudo-independent demand item
- d. pseudo-dependent demand item

The prior expected waiting time (the time you expect to wait before receiving specific situational information) is NOT based on:

- a. specific queue information at the service encounter
- b. word-of-mouth information by friends, relatives, consumer reports, ...
- c. past experience with (ver)similar situations
- d. explicit service promise

When customers pay different prices for the same service, the company providing the service probably uses ... (primarily to this question related)

- a. Yield management
- b. Financial management
- c. Human resource
- d. Accountancy

Last year the promotional action to sell WestFleteren beer in the supermarket chain colruyt shops is a good example of:

- a. Pseudo-independent demand items
- b. Dependant demand items
- c. Independent demand items
- d. Pseudp-independent demand items

A holiday resort offered puppet shows and other entertainment for children at the times when there was peak demand for the subtropical swimming pool area. This is an example of which kind of demand management?

- a. Offering alternative services
- b. Promoting off-peak demand
- c. Introducing price incentives
- d. Altering the product

Chapter 12

The four types customer loyalty are

- a. No loyalty, Latent Loyalty, Spurious loyal, truly loyal
- b. No loyalty, Latent Loyalty, Sporadic loyalty, truly loyal
- c. No loyalty, Opportunistic Loyalty, Spurious loyal, truly loyal
- d. Sporadic loyalty, Latent Loyalty, Opportunistic loyal, truly loyal

Which statement about the Net Promotor Score is false

- a. The Passives represent the respondents with a score of 5 to 7.
- b. The NPS is calculated by subtracting the proportion of detractors from the proportion of promoters.
- c) The Promoters represent the respondents with a score of 9 to 10.
- c. The Detractors represent the respondents with a score of 0 to 6.

Firms who have an opportunity for service recovery after a service failure are more able to

- a. retain customers, continuously improve, build a customer-focused organization
- b. increase loyalty, continuously improve, overcome the service paradox
- c. retain customers, maintain revenues, build a customer-focused organization
- d. retain customers, continuously improve, overcome the service paradox

Affective of emotional commitment

- a. represents the customer's desire to continue their relationship with the organization because of the enjoyment of the relationship
- b. reflects attachment that derives from a customer's sense of obligation towards the organization.
- c. refers to attachment based on the costs that customers associate with leaving the organization of customer attachment based on a lack of choice
- d. the believe that a relationship is sufficiently important to warrant strong efforts to maintain it.

A firm's strategy based on share-of-wallet versus profitable lifetime duration states that

- a. If profitable lifetime duration is low and share-of-wallet is high, you should use mailings to reduce cost
- b. If profitable lifetime duration and share-of-wallet are high, you should use a conversion strategy to lure from competition
- c. If profitable lifetime duration and share-of-wallet are low, you should attempt to cross-sell and up-sell
- d. If profitable lifetime duration is high and share-of-wallet is low, you should install a loyalty program

In terms of customer loyalty, which of the following series is the correct one?

- a. Prospect < client.
- b. Advocate < supporter.
- c. Customer < prospect.
- d. Supporter < client.

Share-of-wallet is defined as

- a. hat amount of money (in per cent) a customer allocates in a category that is assigned to one particular provider.
- b. how good a firm is able to keep existing customers
- c. the firm's ability to convince people to buy their products for the first time.
- d. is the concept of paying for products with a shared group account (for example a family account).

When a customer is unhappy about a service but has no other way of consuming the service, this is a form of

- a. Latent loyalty
- b. True loyalty
- c. Spurious loyalty
- d. No loyalty

The turnover for a company generated by one customer minus the costs of attracting, serving and maintaining a relationship between the customer and the firm is called:

- a. Customer lifetime value
- b. Customer engagement value
- c. Customer equity
- d. customer referral value

United breaks guitars... what kind of company is “united” in this context?

- a. Airline company
- b. Telecom
- c. Chemistry
- d. Car manufacturer

Spurious loyalty is

- a. a combination of a negative buying pattern and a positive attitude
- b. a combination of a positive buying pattern and a positive attitude
- c. a combination of a negative buying pattern and a negative attitude
- d. a combination of a positive buying pattern and a negative attitude

What is not a component of the customer engagement value (CEV)?

- a. Customer loyalty value
- b. Customer referral value
- c. Customer influencer value
- d. Customer knowledge value

Chapter 13

The BSC is organized around the following 4 different perspectives

- a. (1) Financial, (2)Customer , (3) Internal Business Processes and (4) Innovation, growth and learning
- b. (1)Stakeholders (2)Customer , (3) Internal Business Processes and (4) Employees
- c. (1) Financial, (2)Customer , (3) Internal Business Processes and (4) Employees
- d. (1) Financial, (2)Customer , (3) Stakeholders and (4) Innovation, growth and learning

Which of the following performance objectives can an enterprise obtain by doing things on time?

- a. a dependability advantage
- b. a speed advantage
- c. a flexibility advantage
- d. a quality advantage

The 5 dimensions of service quality are known as the RATER dimensions, which are

- a. Reliability, Assurance, Tangibles, Empathy, Responsiveness
- b. Reliability, Accessibility, Tangibles, Equipment, Responsiveness
- c. Reliability, Accessibility, Trustworthiness, Empathy, Responsiveness
- d. Reliability, Assurance, Trustworthiness, Equipment, Responsiveness

The Service Framework highlights the following areas of attention - except profitability - that should be included in a BSC for services

- a. organizational capabilities, employees, customer value
- b. organizational capabilities, innovation, customer value
- c. innovation, growth, customer value
- d. growth, employees, customer value

The balanced scorecard has the following perspectives

- a. Financial, internal business, customer and innovation and learning
- b. Internal business, customer, physical and research
- c. Financial, customer, innovation and health
- d. Internal business, strategy, innovation and learning and fails

Internally we can aim to operate in several ways to achieve superior advantages. Choose the most appropriate answer.

- a. Changing our behaviour to meet customer expectations will give us a flexibility advantage.
- b. Only the input has to been taken into account to measure the productivity quality of the company.
- c. Quality can only be measured using the five RATER dimensions; reliability, assurance, tangibles, empathy and responsiveness.
- d. Time-based quality is seen as doing things fast.

Which of the following types of customers is not mentioned in the service satisfaction framework?

- a. Disappointed customer.
- b. Satisfied customer.
- c. Dissatisfied customer.
- d. Delighted customer.

Which perspective is not included in the balanced scorecard

- a. external business processes
- b. innovation
- c. customer
- d. learning

Which dimension is not part of the 5 dimensions of service quality (RATER dimensions):

- a. Throughput
- b. Responsiveness
- c. Tangibles
- d. Reliability

The EFQM excellence model for total quality management. Where does EFQM stands for?

- a. European Foundation for Quality Management
- b. External Functional Quality Management
- c. Extra Financial Quality Management
- d. None above

Which of these perspectives is not part of the balanced scorecard (BSC)?

- a. Employee perspective
- b. Financial perspective
- c. Customer perspective
- d. Innovation and learning perspective

Chapter 16

Each of the following four statements gives an explanation of one of the four mechanisms that erode a competitive advantage. Which mechanism is correctly explained?

- a. Resource paralysis occurs when a competition is trying to reduce the value creating potential of your company's resources.
- b. Imitation occurs when a competition is illegally stealing sensitive company information to know how they create their competitive advantage.
- c. Competitions spreading negative rumours about your company and negative comparative advertisements is a form of resource mobilization.
- d. Substitution is often the result of segmentation and benchmarking.

Which of the following is one of the four mechanisms that erode a competitive advantage?

- a. Imitation
- b. Segmentation
- c. Price differentiation
- d. Product differentiation

Which of the following statements concerning knowledge management is false?

- a. Spreading knowledge over different employees in the company increases resource mobilization.
- b. Preventing knowledge carriers, such as personnel, from leaving the company is one of the challenges of knowledge management.
- c. Increasing a firm's attractiveness in order to prevent knowledge carriers from leaving the company is better than making the personnel more dependent of the firm.
- d. A lot of major consulting firms articulate and codify tacit knowledge to prevent knowledge leaving the company in case of resource mobilization.

One of the problems companies are facing when taking over value-chain activities of their clients is the fact that the clients might not be able to assess the added value of the service because they don't have enough knowledge about it which of the following actions is advised to solve this problem?

- a. The company should define precise and detailed performance criteria and norms in advantage and make sure that the assessment of the service afterwards will be output-based.
- b. The company should be involved in the client's value system extensively.
- c. The company should take over the interconnected value-creating activities or manage the interfaces between the value-creating activities of the company and those of the firm.
- d. The company should undertake an in-depth analysis of their customer's value systems.

Which of the following is false?

- a. Social responsibility is one of the basic elements of a strategy
- b. A strategy considers the firm's objectives
- c. Corporate values and ethics are one of the basic elements of a strategy
- d. A strategy should include information on resources and resource allocations

Which of the following is not a barrier to entry a new segment

- a. Low cost
- b. Product differentiation
- c. Switching cost
- d. Government regulations and policies

Which of the following technique cannot erode or destroy competitive advantages?

- a. Keeping knowledge in the firm.
- b. Imitation such as benchmarking.
- c. Resource paralysis, seen as an attack on other firms
- d. Existing services are replaced.

Which statement about resource paralysis is wrong?

- a. It is often reached by attracting competitor's employees .
- b. It is aimed at reducing the value-creating potential of the firm's resources.
- c. It is sometimes supported by government regulation .
- d. It is sometimes done via advertising.

A possible entrant will consider entering an existing business when

- a. switching costs are low and there are no economies of scale employed by incumbent firms
- b. capital requirements are high
- c. property rights are present
- d. there are high switching costs and high government regulations and policies

What is NOT a mechanism used to erode or destroy competitive advantage?

- a. standardization
- b. substitution
- c. imitation
- d. resource mobilization

Build-up time rather predictable, Difficult or impossible to imitate, fixed reproduction costs, grows through use... Are characteristics of

- a. None of above
- b. Tangible assets
- c. Intangible assets
- d. Predictable assets

Which of the following conditions generally raise the barriers to entering an industry?

- a. high capital requirements, difficulties in building a network of distributors
- b. product offerings that are pretty much standardized from rival to rival
- c. rapid market growth, low buyer switching costs and weak brand preference
- d. low-level of brand loyalty on the part of customers

Which of the following statements about the knowledge of a firm is false?

- a. Articulated and codified knowledge is much harder to leverage than tacit knowledge.
- b. The value of knowledge, whether tacit or articulated, is time-dependent and erodes over time.
- c. If an individual's knowledge is articulated within an organization, the ability of outsiders to apprehend the full meaning of the articulated knowledge cannot be presumed.
- d. Even when articulated knowledge can be fully apprehended by the outsiders, causal ambiguity about the importance of the knowledge to create competitive advantage may obscure the value of the knowledge to the outsiders.

Chapter 18

The service paradox says that a product company cannot reap the benefits from offering services?

- a. Because the spillovers are synergies between products and services cannot be achieved.
- b. Because companies don't have a good customer information systems.
- c. Because companies don't employ people with the appropriate skills.
- d. Because personnel isn't collaborating enough to achieve spillovers.

Organizing the service delivery system means:

- a. making sure the customer is more involved in the production process.
- b. having the right people with the appropriate skills to serve the customers.
- c. setting up a customer information system to be able to deliver the appropriate services.
- d. starting to subcontract the production of goods and focus even more on services.

Which statement concerning servitization is correct?

- a. A company that is applying the concept of servitization offers an integrated bundle of both products and services.
- b. Nowadays the tangible product isn't important anymore, the service is now the only important issue.
- c. When applying servitization, the goods can be called order winner and the service can be called the qualifier.
- d. Offering an integrated package of goods and services increases the life-cycle costs of the company's products.

What are the 2 main reasons why production companies are applying servitization?

- a. To satisfy the needs of (more demanding) customers and to differentiate themselves from their competitors.
- b. To address difficult segments of customers and to gain more market share.
- c. To improve the value for the customer and to satisfy the needs of (more demanding) customers.
- d. To gain more market share and differentiate themselves from their competitors.

When your company focusses on delivering the service component and subcontracts the production of goods, then your company:

- a. Can be called a virtual factory
- b. Is embracing the notion of servitization
- c. Is a servitization company
- d. Is applying the concerns of full-service integration

What is servitization?

- a. The evolution from manufacturing firms to adopt more and more service components in their offerings.
- b. The process of subcontracting the tangible part of the product offering to an external partner.
- c. The fact that companies which used to produce goods, now start to produce services
- d. The convergence between goods and services

To adopt servitization in the most appropriate way, managers have to

- a. bundle products and services.
- b. see products and services as separated as possible.
- c. only provide additional service such as after sales.
- d. ignore the customer's needs.

The life-cycle cost refers to

- a. taking in account not only the purchase price but also other costs incurred during the product's lifetime.
- b. taking in account not only the initial costs of launching a product but also the costs due to after sale services (for example warranty service) .
- c. the fact that a product can get more costly when it reaches the end of its product life cycle
- d. the fact that a product can get less costly when it reaches the end of its product life cycle

Servitization is

- a. accompanying goods with additional services
- b. dividing goods into different pieces
- c. delivering goods in the service sector
- d. a change from manufacturing goods to delivering services

What is NOT a good reason for companies to increase their offered services (servitization of businesses):

- a. To ask a higher price for the offered product
- b. To satisfy the increasing customer needs
- c. To make the offered good more attractive
- d. To differentiate the company from his competitors

Manufacturing companies are becoming increasingly interested in giving their customers good service. This is an example of

- a. Servitization
- b. Servization
- c. Service Management
- d. Service Sim

Which of the following companies is known for its excellent wine:

- a. E&J Gallo
- b. Asea Brown Boveri (ABB)
- c. Colora
- d. Schindler

What are the two main reasons for servitization?

- a. Satisfying customer needs and seeking differentiation
- b. Satisfying customer needs and expanding market share
- c. Increasing profit margins and seeking differentiation
- d. Increasing profit margins and expanding market share