

TOPIC: QUALITY ORGANIZATIONS AND SERVICE**SUMMARY:**

A quality organization exists when all employees share the same vision. While most employees know it is important to provide excellent customer service, few understand what makes a quality organization and why customer satisfaction is critical to a company's success. Both for-profit and not-for-profit organizations need to make a profit to stay in business. A key element of profitability is productivity. Each employee is hired to perform a job that contributes to the company's success. When an employee understands the basics of how a business is structured and how it operates, the employee is better able to perform his or her job, identify creative methods to better compete and/or increase productivity, and ultimately contribute to an organization's success by providing quality products and exemplary customer service. Part of your workplace success will be based upon your understanding of the business, the way it is organized, and its overall purpose.

OTHER RESOURCES:**POTENTIAL GUEST SPEAKERS**

- Invite a **DIRECTOR OF QUALITY/QUALITY CONTROL OFFICER** to discuss the importance of quality in products and service.
- Invite a **CUSTOMER SERVICE WORKER OR TRAINER** to discuss the importance of customer service.
- Invite any **PROFESSIONAL IN THE AREA(S) OF ACCOUNTING, MARKETING, OR OPERATIONS** to discuss his or her job function, department, and how these functions contribute to a company's success.

POTENTIAL FIELD TRIPS

- Take students to a **LARGE LOCAL RETAIL STORE** and have them observe how employees treat customers.
- Visit a **PRODUCTION FACILITY** to learn the production process and see a typical production line.

LEARNING OUTCOMES: *After studying these topics, you will benefit by:*

- Knowing how organizational structures and functions influence quality and customer satisfaction
- Naming the key elements and purpose of a company strategy
- Illustrating and interpret an organizational chart and key business functions
- Defining quality and its importance in business
- Researching methods of increasing one's creativity and innovation
- Explaining how customer service affects performance and profits
- Describing how best to handle a difficult customer

You are a successful student if you can:

- Define and explain why the concepts of quality, productivity, and customer service are critical in today's economy.
- Create, label, and explain the elements of an organization chart for a traditional company.
- Outline specific steps you will take to increase your creativity.

OVERVIEW OF EXERCISES AND ACTIVITIES:

The following chart provides a quick overview of the activities for Attitude, Goal Setting, and Life Management. A complete description of each activity follows these tables. In the full description, you will find the activity title, instructions, and how to conclude/evaluate the activity. As you review which of these activities to use, consider the following:

- None of the activities are meant to be prescriptive. Pick, choose, and adapt. You know your students and what they need better than anyone else.
- We have denoted the format in which the activities can be used. Note the column below titled "Applications." Most of the activities can be easily replicated from the classroom to the online environment. For example, reflection papers and case studies could be posted on discussion boards or chat rooms and students could respond there. Where appropriate, additional suggestions have been included in the activity section below.
- We have included all worksheets needed to complete the activities for this topic.
- You may want to suggest means by which your students can save, retrieve, and send their activities. This is usually determined by you and the LMS used at your institution.
- The activities provided for this module are intended to give you suggestions that may assist you in providing students with activities, journal writing, thought-provoking situations, and group activities. You probably have many activities in addition to the ones found here. Use them to your best advantage. You and your ideas bring the class to life.
- TALK IT OUTS are found throughout the chapters and are set up to be used as in-class activities or may be assigned for homework.
- ACTIVITIES are found at the end of each chapter and are set up to be used as homework (some may be used as in-class activities).
- SELF-QUIZ is used as a review of key terms.
- WEB SEARCHES are for added resources if computers are available.

Activity #	Description	Related Skill and/or Learning Outcome	Can be used Online or in Hybrid Course
Talk It Out	How to handle two employees in conflict in front of customers. Identify common money wasters in the workplace. How personal appearance impacts customer trust and perception. Discuss difference between service	How to handle a difficult customer Basic business functions How customer service affects performance and profits	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online

	and customer service		
Topic Situation	Deciding whether to participate. Employee unaware of company executive. Displaying accountability and respect for company finances. A pizza parlor personalized service.	Key elements and purpose of company strategy, Interpreting organizational chart and functions, Interpreting key business functions, customer service	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Think Like A Boss	Quality Difficult customers	How to handle a difficult customer	
Text Activity #1 Create Job Goals	write goals and objectives	Goals and objectives tied to life plan	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #2 Personal Responsibility for Quality	Students are to identify methods of taking personal responsibility for quality at work	How customer service affects performance and profits	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #3 Treatment at Work	Students are to identify how customers and coworkers expect to be treated	How customer service affects performance and profits	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #4 Organization Chart	Based upon job duties, place position in organization chart	Basic business functions	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #5 Measure Performance	Identify performance monitors for selected careers	Quality	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #6 Impact of Service on Performance and Profits	Relate service to performance and profits	Customer service, performance, profits	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #7 Creativity and Goals	Begin thinking creatively	Creativity and innovation	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Text Activity #8 Exemplary Service	Identify service expectations for colleagues and customers	Customer service	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Web Search	Students are to identify and take a web quiz on customer service knowledge	How customer service affects performance and profits	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online

Additional Activity #1 Discussion Questions	Ideas for further discussion	All	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online
Self-Quiz	Matching key terms and definitions	All	<input checked="" type="checkbox"/> Traditional <input checked="" type="checkbox"/> Hybrid or Blended <input checked="" type="checkbox"/> Online

MyStudentSuccessLab ASSESSMENTS and ACTIVITIES

MyStudentSuccessLab (www.mystudentsuccesslab.com) is an online solution designed to help students acquire and develop the skills they need to succeed. Here students can access peer-led video presentations and develop core skills through interactive exercises and projects. Rich assessments based on Bloom's Taxonomy and tied to learning outcomes provide students with the opportunity to identify their strengths and weaknesses and to communicate them more effectively. MyStudentSuccessLab helps students develop academic, life, and career skills that will transfer to ANY course or experience

TALK IT OUT

1. Identify common money wasters in the workplace.

Remind students of how time, organization, and stress can be money wasters and how they are involved in the production process.

2. How does personal appearance influence a customer's trust and perception of you?

If you are not dressed appropriately, they customer may not know that you are an employee, are knowledgeable, or mature enough to be trusted.

3. At work, how should you handle a situation when you observe a verbal conflict between two employees that is taking place in front of a customer?

Your first concern should always be safety and confidentiality. Calmly, respectfully, and as quietly and privately as possible, approach the two feuding employees and ask them to step into a private area to resolve their differences. Share that customers can see and hear them feuding. If this is not possible, move the customer(s) away and/or quietly apologize for the disturbance. If the situation is obviously disruptive, seek assistance from another coworker, boss, etc. to intervene.

4. If a customer is angry with a raised voice, how should you respond to that customer?

Maintain control of your emotions. Do not tell the customer to "calm down." Focus on the issue. Tell the customer that you understand he/she is upset about the situation and then present a solution. If the customer continues to be loud and/or use inappropriate language, tell the customer that you will be unable to

TOPIC SITUATION RESPONSE***1. What additional advantages will Juan gain if he joins the committee? How can Juan prepare for this experience?***

Juan is trying to determine if he should participate in his company's planning process. He is new to the company and afraid. If he decides to participate, Juan will quickly realize the advantages including an increased internal network, additional knowledge of his organization and its external environment, and increased personal knowledge (which could lead to career advancement), increased teambuilding and communication skills, and finally, increased workplace power. The disadvantages are little, if any.

2. Why should you know a company's organizational structure and identities of key executives?

In this scenario, Lucia is alone in her office and an executive drops by. Lucia is unaware of who this individual is, but openly shares her thoughts on how to improve the company without being negative. Lucia later learns that the individual was an executive and he complimented Lucia's boss on Lucia's behavior. Although Lucia should be commended on being polite and positive, had Lucia known the names and current photos of her executives, she could have used the situation in an even more productive manner.

3. What should Max do? Justify your response.

In this scenario, Max is temporarily responsible for ordering office supplies. At first, he orders unnecessary items and then realizes his wish list exceeds the budget. Max needed to view the funds he was about to spend as his own. If they were his funds, he most likely would purchase everything he wanted. Max would display responsibility by only ordering necessities. If possible, lead your students into a discussion that "cheap" isn't always better. Sometimes you may need to purchase more expensive, "quality" items. Again, there are several variables that factor into this advanced discussion, but it does provoke critical thinking.

4. What specific actions did the pizza shop take to display excellent customer service to Kiana?

This scenario provides an excellent example of how exemplary customer service builds customer loyalty. While the illustration is simple, students are to be reminded that there is no magic to providing quality service. In most cases, it's pure logic and remembering to make the customer feel special.

THINK LIKE A BOSS

1. *You are the supervisor for a team of employees who have a high number of product defects. They also waste materials. You recognize that product defects and wasted materials impact your department's budget. You have told your team to decrease the amount of wasted materials, but your employees do not seem to care. How can you get them to increase their quality and decrease waste?*

Hold the employees accountable. Remind the employees that customers demand quality products. If poor-quality products continue to be produced, customers will stop purchasing the product and the company could go out of business. Make sure they know what is expected of them in respect to number of allowable defects and their budget. Meet with team members to identify why they are not meeting the goal and, together, create an action plan to make it happen. If they still do not meet the goal and you have made realistic changes to eliminate their barriers, begin writing them up and disciplining them. You may need to hire a new team.

2. *One of your best customers verbally abuses two of your employees every time she visits your store. Your employees have complained to you several times about this customer. What should you do?*

A boss's first priority is to provide his or her employees with a safe workplace that is free of hostility and discrimination. You need to privately pull your customer aside and tell her that you value her business, but expect her to treat your employees with respect. Perhaps there is one employee that your customer will work with. If so, have that employee always wait on the customer. If the customer continues to display bad behavior, you need to ask her to shop elsewhere.

Text Activity #1: Create Job Goals (Exercise 7-1)

Assume it is your first day in your target career job. Write one goal and two objectives for your position:

Students are to write a goal and two objectives that support their career goals (specific target job). When grading, ensure student objectives are quantifiable, with a deadline and that the objectives support the goal. Completion of this exercise provides students a hands-on application of writing a realistic workplace goal and supporting objectives. Do not get caught up in job duties; focus on the student's ability to write a goal and objectives with a measurable activity and timeline. Remind students that a goal is a broad statement or aim, while objectives support the goal. An example is shown below:

Goal	To provide a favorable image to customers (clients).
Objective 1	Take a customer service class within the next six months.
Objective 2	Offer a beverage to every customer who is waiting in the reception area.

Goal	
Objective 1	
Objective 2	

Text Activity #2: Personal Responsibility for Quality (Exercise 7-2)

As an employee, list ways you can take personal responsibility for quality at work.

Answers should include continuous learning, asking for help, asking for clarification on assignments, giving feedback, participating in meetings, and finding creative ways to ensure customer satisfaction.

Text Activity #3: Treatment at Work (Exercise 7-3)

As a customer, how do you expect to be treated? How do you expect your coworker to treat you?

Students will most likely write that they expect to be treated promptly, accurately, and respectfully. Many will also write that they want a pleasant interaction. The purpose of this exercise is to get students to understand that everyone desires similar treatment regardless of the situation (within a company or at a retail outlet).

Text Activity #4: Organization Chart (Activity 7-1)

Review the following organizational chart and answer the following questions.

See answers accompanying questions.

1. To whom should Linda go if there is a question regarding employee benefits?
Either Jim or anyone in the HRM department
2. Who is Joyce's immediate supervisor?
Dee
3. If Joyce's immediate supervisor is not available, from whom should she seek assistance?
Jim, Dee's manager
4. Who is ultimately responsible for creating, pricing, selling, distributing, and promoting the company's product?
Mindy, the Marketing V.P.
5. What is Brandon's title?
Chief Executive Officer or President

Text Activity #5: Measure Performance (Activity 7-2)*How would you measure performance in the following jobs?*

Use Onet.gov as an additional resource.

Job	Performance Measures
Office Professional	Efficiency, accuracy, friendliness, appearance
Paralegal	Efficiency, accuracy, ability to follow directions, independence, professionalism
Medical Biller	Efficiency, accuracy, ability to work independently
Chef	Safety, creativity, attention to detail, team member
Auto Repair Technician	Safety, accuracy, efficiency, ability to communicate

JOB	PERFORMANCE MEASURES
Office Professional	
Paralegal	
Medical Biller	
Chef	
Auto Repair Tech	

Text Activity #6: Impact of Service on Performance and Profits (*Activity 7-3*)

What affect does customer service have on performance and profits?

This question relates back to the core message of the chapter. Companies cannot exist with customers. If a company produces a poor quality/poor performing product, customers will not return and the company will go out of business. Every employee must recognize that there are both internal and external customers and that both matter to the success and ultimate financial performance of their employer.

Text Activity #7: Creativity and Goals (Activity 7-4)

What is the most creative thing you have done to help you achieve your career goal? How can you integrate creativity in your personal understanding and commitment to improve quality, efficiency, and customer satisfaction?

Challenge students to research methods of improving their creativity and advance the discussion on why creativity is important to career success. Have the students relate creativity to their specific career job.

Text Activity #8: Exemplary Service (Activity 7-5)

Describe a time you received exemplary customer service. Be specific in identifying the treatment you received.

You will enjoy hearing the various student stories. Probe students to identify what they can learn from each experience and bring these skills into their workplace.

WRITING EXERCISES

1. Write a customer service policy for a pizza parlor.
2. Describe a time when you encountered a difficult customer. Explain how you handled the situation and what you would have done differently based on what you have learned in this chapter. If students have not had this experience, have them describe a time when they observed a difficult customer.

WEB SEARCH

Customer Service Knowledge: Students are asked to identify and take an online quiz to test their knowledge of customer service.

Additional Activity #1: Discussion Questions

1. Discuss the meaning of productivity and its impact on organizational success.
2. Define quality and its importance in businesses.
3. Describe how you will handle a difficult customer who is yelling when he or she walks up to you at work.
4. Given the popularity of items “made in China,” do you feel U.S. consumers care about quality as much as they had in the past (price vs. quality)? Explain your answer.
5. Do you feel the U.S. should continue to compete on quality? Why?

Self-Quiz**Match the key term with the correct definition.**

Key Terms	Answer	Definitions
Board of directors	40	1. Budget used for long-term investments
Capital budget	1	2. Responsible for the securing, distribution, and growth of a company's financial assets
Chain of command	13	3. Deals with the electronic management of information within an organization
Creativity	22	4. Issues that occur on a daily basis and no longer than one year
Customer service	29	5. Executive responsible for implementing a company's overall strategy
Departments	11	6. Managers that concern themselves with operational issues
Directional statements	17	7. Formal document that identifies how the company will secure, organize, utilize, and monitor its resources
Divisions	25	8. A tangible items
External customer	28	9. Company statement that defines what is important to a company
Finance and accounting area	2	10. First-line managers
Goal	30	11. Subdivisions responsible for carrying out specific tasks of a division
Good	8	12. A company's statement of purpose
Human resource area	24	13. A company's formal lines of authority
Information systems area	3	14. Company statement that determines where it wants to be in the future
Innovation	38	15. A predetermined standard that defines how a product is to be produced
Internal customer	31	16. A graphic display of a company's structure
Legal counsel	23	17. Statements that create the foundation for why the company exists and how it will operate
Marketing	34	18. Identifies specific activities that support a goal
Middle managers	41	19. Entities that have a direct interest in a company
Mission statement	12	20. A customer's perception of receiving a product at a fair price
Objective	18	21. What is produced by a company
Operational budget	33	22. Coming up with a new and unique item, service, or system
Operational issues	39	23. Handles all legal matters relating to a business
Operations	4	24. Responsible for recruiting, hiring, training, and other issues related directly with employees

Operations managers	6	25. Major functions of a company
Organizational chart	16	26. Issues that deal with linking the strategy with day-to-day issues
Organizational structure	32	27. Individuals responsible for identifying and implementing strategic ideas
President or chief executive officer (CEO)	5	28. Individuals outside of the company
Product	21	29. The treatment an employee provides the customer
Productivity	42	30. A target that describes what needs to be achieved to contribute to the success of a company strategy
Quality	15	31. Fellow employees within a company
Senior managers or executives	27	32. The way a company is organized
Service	35	33. Budget used for short-term items
Stakeholder	19	34. Responsible for creating, pricing, selling, distributing, and promoting a company's product
Strategic issues	7	35. An intangible product
strategic plan	36	36. Outlines major goals and objectives which serve as its road map for success
strategy	37	37. Company issues that deal direction with the creation and implementation of a company strategy
supervisor	10	38. The process of turning a creative idea into reality
tactical issues	26	39. Deals with the production and distribution of a company's product
value	20	40. Group of individuals responsible for developing the company's overall strategy and major policies
values statement	9	41. Individuals responsible for tactical issues
vision statement	14	42. Performing a function that adds value to a company

**CUSTOMER SERVICE/QUALITY
ASSIGNMENT SHEET**

Assignment	Points	Notes
Read Chapter 7		
Exercise -1		
Exercise -2		
Exercise -3		
Topic Situation: Juan and planning		
Topic Situation: Lucia and the executive		
Topic Situation: Max and the office supplies		
Topic Situation: personal service		
Self Quiz		
Think Like A Boss #1		
Think Like A Boss #2		
Activity 7-1		
Activity 7-2		
Activity 7-3		
Activity 7-4		
Activity 7-5		