Managing Operations Across the Supply Chain 5th edition Swink Test Bank

SKU: 9781264098392-TEST-BANK

Managing Operations Across the Supply Chain Edition 5 by Swink

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

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

1) Corporate strategic planning involves decisions related to:
   A) What businesses should we be in?
   B) What specific product- and market-based initiatives and goals should we establish?
   C) What measures should we use to control strategic initiatives?
   D) What financial/stock prices goals should be emphasized.

2) Functional strategic planning involves decisions related to:
   A) What businesses should we be in?
   B) Specific product- and market-based initiatives and goals.
   C) What metrics should be used to ensure progress in operations management?
   D) What types of manufacturing processes the firm should focus on.

3) A well-designed value proposition possesses five characteristics. Which of the following is NOT one of those characteristics?
   A) It offers the highest product quality in each quality dimension.
   B) It differentiates the firm from its competition in a way that is difficult to imitate.
   C) It satisfies the financial and strategic objectives of the firm.
   D) It can be reliably delivered given the operational capabilities of the firm and its supporting supply chain.

4) Which of the following is the most appropriate definition of an "order winner"?
   A) A product characteristic that causes customers to choose the product over that of a competitor.
   B) A product characteristic that permits the product to compete in a market.
   C) A product that has the highest profit margin.
   D) A product that generates the highest dollar sales volume.

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM - THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank

Managing Operations Across the Supply Chain Edition 5 by Swink

5) Which of the following is NOT true about "order qualifiers"?
   A) These are product traits that must meet a certain level for the product to even be considered by customers.
   B) The firm must perform acceptably on these traits, usually at least as well as competitors' offerings.
   C) Order qualifier traits may include availability, price, and conformance quality.
   D) All of the items are true.

6) Xanadu makes HD televisions. It claims that its HD televisions have the clearest picture clarity in the industry. Xanadu is emphasizing which dimension of quality?
   A) Reliability
   B) Performance
   C) Features
   D) Conformance

7) Scantron Incorporated claims that its competitors have to recall 10 percent of their products to fix defects, while it only has to recall 5 percent. Scantron is emphasizing which dimension of quality?
   A) Durability
   B) Reliability
   C) Performance
   D) Conformance

8) Which of the following is considered a "process-related" competitive priority?
   A) Flexibility
   B) Quality
   C) Cost
   D) All of these

9) Xanadu Incorporated claims that its manufacturing processes result in fewer greenhouse gases than those of its primary competitors. This suggests that Xanadu has a focus on:
   A) Risk management.
   B) Sustainability.
   C) Flexibility.
   D) Profitability.

10) Which of the following is NOT considered a key characteristic of a core capability:
   A) It is based on factors that are rare or unique to the firm.
   B) It is hard to imitate.
   C) It does not need to be extendable to many market opportunities.
   D) There are few substitutes for it.

11) "When operational capabilities are consistent with and supportive of the value proposition and the outcomes desired by key customers" - this statement best describes the concept of:
   A) Execution.
   B) Flexibility.
   C) Strategic planning.
   D) Fit.

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM – THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank

Managing Operations Across the Supply Chain Edition 5 by Swink

12) A vice president of operations wants to evaluate the impact of reducing manufacturing expenses on the firm's return on assets. Which measurement should be examined?
    A) Cost of goods sold
    B) Asset turnover
    C) Net profit margin
    D) None of these

13) You are an upper-level manager in a firm. You believe that corporate objectives are not effectively disseminated throughout the organization and that line-level managers do not take them into account in their decision making. Which of the following would best help you to try to correct this problem?
    A) Hold a series of supervisory manager meetings.
    B) Establish metric-based performance measures.
    C) Evaluate personality indicators to ensure inter-departmental worker compatibility.
    D) Evaluate and increase manager salaries and benefits.

14) Which of the following is the most appropriate definition of a core capability?
    A) A set of products unique to a firm.
    B) Technical capabilities of a firm.
    C) Reputation.
    D) Production/design processes unique to the firm.

15) Which of the following is NOT a component of the business model?
    A) Key customer
    B) Value proposition
    C) Desired outcome statement
    D) System capabilities

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM - THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank

Managing Operations Across the Supply Chain Edition 5 by Swink

16) A company with a number of physically separate plants has a centralized tool room. This tool room in the past has been responsible for emergency repairs. Whenever equipment (e.g., a spindle, boring machine, transfer line) in one of these separate plants breaks down, the affected items are brought to the tool room, where they are repaired. In some cases, the breakdowns affect production schedules. In other cases, the breakdowns are more annoying but do not adversely affect schedules. Complicating the operations in the tool room is the fact that many of the plans for the equipment are incomplete or out-of-date, thus resulting in "make from sample"; requests (the broken part is provided and the tool room is asked to make the replacement piece just like the broken part). It is difficult to predict what equipment will break down and when. Furthermore, the company owns a wide variety of equipment. What are the order winners and order qualifiers in this scenario?

	Order Winners	Order Qualifiers
A.	Cost, Quality	Speed, Flexibility
B.	Flexibility, Quality	Speed, Cost
C.	Speed, Cost	Flexibility, Quality
D.	Speed, Flexibility	Quality, Cost

A) Option A
B) Option B
C) Option C
D) Option D

17) Currently, our system is characterized by a lack of fit between what the customer wants and what the SCM system is best able to provide. As a result, which of the following would apply?

1. The only way to restore fit is for the firm to change the market segment it is going after.
2. Unless something is done, our firm will not be the most effective and efficient long-term supplier.
3. Any firm can successfully counter such inconsistencies through the use of patents and aggressive advertising.

A) 1 only.
B) 2 only.
C) 3 only.
D) 1 and 2 only.
E) 1, 2, and 3.

18) Which three elements make up the triple bottom line?

A) Planet, Pollution, Profit.
B) Pollution, Equality, People.
C) Profit, Equality, Pollution.
D) People, Profit, Planet.

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM – THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank

Managing Operations Across the Supply Chain Edition 5 by Swink

19) Which of the following attributes is directly related to fitness for consumption by a customer?
A) Transaction Price
B) Timeliness
C) Performance
D) Availability

20) Under which component of the business model would people and culture fall?
A) Key customer
B) Value proposition
C) Environment
D) System capabilities

21) Within the supply chain and operations management system, the value proposition is most effectively communicated to the rest of the organization through which of the following mechanisms?
A) Performance measures
B) Mission statements
C) Management mandates
D) Corporate slogans and promotional materials.

22) An electronics firm produces smart phones for sale to the worldwide market. One of the most crucial process-related competitive operational priorities for this firm is:
A) Aesthetics
B) Cyber security
C) Flexibility
D) Durability

23) A manufacturer of generic prescription drugs must excel at delivering which of the following product traits?
A) Product performance
B) Features (unique attributes)
C) Durability
D) Low cost

24) Decision making regarding customers and products is often led by the:
A) CEO
B) Board of Directors
C) Marketing Management
D) Financial Managers

25) Internal questions that may be addressed in a SWOT analysis include:
A) What obstacles do we face?
B) What trends are we well positioned to take advantage of?
C) What do we do better than anyone else?
D) What changes in technology will affect us?

26) The three elements of Value Proposition, Key Customers, and Capabilities operate within an environment. Which of the following is NOT part of that environment?
A) Competition
B) Regulation
C) Technology
D) Founder's ideology

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM – THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank

Managing Operations Across the Supply Chain Edition 5 by Swink

Answer Key

Test name: Chapter 02

1) A
Corporate strategic planning is very broad and relates to what businesses the company should be involved in.

2) C
Functional planning includes decisions regarding appropriate metrics for the specific functions in a business unit.

3) A
Providing value does not require the highest quality in each dimension of quality.

4) A
Order winners are traits that cause customers to actually choose a specific product.

5) D
"Order qualifiers" are traits a product must meet at a certain threshold level to be considered; the product must perform acceptably on traits including availability, price, or conformance quality.

6) B
Picture clarity is a basic performance dimension of HD televisions.

7) D
Defects are an indication of lack of conformance.

8) A
Quality and cost are product related. Flexibility is process related.

9) B
Maintaining operations that are profitable and nondamaging to the environment is sustainability.

10) C
Core capabilities should be extendable to many market opportunities.

11) D
Fit exists when operational capabilities are consistent with and supportive of the value proposition and the outcomes desired by key customers.

12) A
In the Strategic Profit Model, cost of goods sold includes manufacturing expenses.

13) B
Performance measures communicate strategic intentions to operations personnel.

14) D
Core capabilities are skills, processes, and systems that are unique to the firm and desired by the customer.

15) C
This is based on the discussion of the business model.

16) D

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM - THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank

Managing Operations Across the Supply Chain Edition 5 by Swink

This situation demands speed and flexibility. Quality and cost are also important, but should not be exchanged for less speed or inflexibility.

17) B
Only solution Unless something is done, our firm will not be the most effective and efficient long-term supplier addresses this situation directly. Solution The only way to restore fit is for the firm to change the market segment it is going after "blames the customer" for the firm's shortcomings and solution Any firm can successfully counter such inconsistencies through the use of patents and aggressive advertising. does not address the issues at all, providing symptomatic relief at best.

18) D
The term "triple bottom line" refers to three different measures of profit and loss: People, Profit, and Planet.

19) C
A product's performance is an aspect of its quality, which is its fitness for consumption by the consumer who bought it.

20) D
People and culture are a key component of an organization's systemic capabilities.

21) A
Performance measures communicate strategic intentions to operational personnel.

22) C
Flexibility is important because of the short life cycle of a current model and the rapid progression of technology. Cyber security is handled by the ultimate customer's network vendor. Aesthetics and Durability are product-related characteristics, not process-related characteristics.

23) D
Since generic products seek to mimic brand-name products, their central appeal is lower purchase price.

24) C
Marketing managers often lead decisions regarding customers and products.

25) C
"What do we do better than anyone else?" is a question that helps identify strengths in the SWOT analysis.

26) D
The environment consists of conditions such as competition, regulations, and technology that influence how managers develop an operations strategy.

TBEXAM.COM

TBEXAM.COM

TBEXAM.COM - THE WORLD'S LARGEST TEST BANK AND SOLUTIONS DATABASE WITH UNBEATABLE RATES
Managing Operations Across the Supply Chain 5th edition Swink Test Bank