Managing Quality - Integrating the Supply Chain 8th edition Foster; Test Bank

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Chapter 1: Differing Perspectives on Quality

Multiple Choice

1) Which is true of perspectives on quality?
   a) Understanding that different definitions and dimensions of quality exist allows measures to be taken to provide a good basis for communication and planning.
   b) While perspectives may vary, managers' beliefs of quality typically align well with those held by most customers.
   c) The contingency view of quality management acknowledges that differing quality perspectives exist, but these differing perspectives are minimal across various organizations.
   d) The systems view of quality primarily emphasizes quality characteristics of product attributes and design.

Answer: a
Reference: What is Quality/Why Does it Matter that Different Definitions of Quality Exist
Level: Medium

2) Which of the following is *not* a quality dimension identified by David Garvin of the Harvard School of Business?
   a) Value.
   b) Performance.
   c) Features.
   d) Durability.

Answer: a
Reference: What is Quality/Product Quality Dimensions
Level: Easy

3) Which pair below accurately represents one of David Garvin's eight product quality dimensions?
   a) Aesthetics/based upon a range of tolerance in design.
   b) Durability/ease of repair for a product.
   c) Conformance/numeric dimensions of product performance.
   d) Reliability/attributes that supplement basic performance.

Answer: c
Reference: What is Quality/Product Quality Dimensions
Level: Medium

4) "Tolerance" in conformance refers to
   a) wear and tear on products before product failure occurs.
   b) allowable variations from product design specifications.
   c) normalized cost over-runs on custom design work.
   d) none of the above.

Answer: b
Reference: What is Quality/Product Quality Dimensions
Level: Medium

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5) Three marketing professors from Texas A and M University, Parasuraman, Zeithamel, and Berry, published a widely-recognized set of service quality dimensions that include which of the following?
   a) Durability.
   b) Conformance.
   c) Tangibles.
   d) Features.

Answer: c
Reference: What is Quality/Service Quality Dimensions
Level: Easy

6) According to Texas A and M professors Parasuraman, Zeithamel, and Berry, the service quality dimension of "assurance" refers to
   a) caring, individualized attention from employees when providing service.
   b) promptness in providing service to customers.
   c) employees' ability to inspire trust and confidence when providing service.
   d) all the above.

Answer: c
Reference: What is Quality/Service Quality Dimensions
Level: Medium

7) Differing functional perspectives on quality include:
   a) operations, engineering, marketing, strategic management, financial, and human resources.
   b) define, measure, analyze, improve, and control.
   c) consulting, administrative, compartmentalized, and control pluralistic.
   d) management, assurance, and control.

Answer: a
Reference: Differing Functional Perspectives on Quality
Level: Easy

8) Which is true about "supply chains" and "supply chain management?"
   a) The concept of the "value chains" grew out of the theory that supply chains can be managed effectively.
   b) Human resource, accounting, and information system functions are the primary participants in an organization's supply chain.
   c) "Supply chain" refers to a process beginning with idea generation, includes product design and evaluation, and concludes with the implementation phase.
   d) Supply chain management has become important because of quality improvement and cost savings opportunities.

Answer: d
Reference: Differing Functional Perspectives on Quality/A Supply Chain Perspective
Level: Medium

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9) A company is experiencing a reliability concern with shipping. In a supply chain, shipping and logistics are:
   a) upstream activities, and the concern could be addressed with supplier development activities.
   b) core activities, and the concern requires investigation within each activity in the supply chain.
   c) downstream activities, and the concern requires investigation into handling, packaging, and/or transportation.
   d) core activities, and the concern should be addressed within the production function.

Answer: c
Reference: Differing Functional Perspectives on Quality/A Supply Chain Perspective
Level: Medium

10) Engineers apply statistical thinking to the problem of product reliability. If a product subcomponent has a high probability of failure, what solution may be applied?
   a) Conversion
   b) Redundancy
   c) Concurrency
   d) Efficiency

Answer: b
Reference: Differing Functional Perspectives on Quality/An Engineering Perspective
Level: Medium

11) The view that product quality is the result of interaction of several variables, such as machines, labor, procedures, planning, and management, is most related to which perspective:
   a) engineering.
   b) operations.
   c) human resources.
   d) financial.

Answer: b
Reference: Differing Functional Perspectives on Quality/An Operations Perspective
Level: Easy

12) Which is ***not*** true of quality-related strategic planning?
   a) Quality-related strategic planning encompasses goals, tactics and strategies that are unconnected from the general strategic management process.
   b) The goal of quality-related strategic planning is to assist in achieving a sustainable competitive advantage for the company.
   c) Quality-related strategic planning should be considered in all the firm's business processes.
   d) Quality should be addressed in strategic planning since an organization's mission and values influence the organizational culture, policies, and performance.

Answer: a
Reference: Differing Functional Perspectives on Quality/A Strategic Management Perspective
Level: Medium

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13) A focus on perceived quality of products most closely aligns with the
    a) human resources perspective.
    b) operations perspective.
    c) marketing perspective.
    d) strategic management perspective.

Answer: c
Reference: Differing Functional Perspectives on Quality/A Marketing Perspective
Level: Medium

14) Employees at your company are receiving management development training and are encouraged to be innovative in advancing quality. These measures most closely characterize which quality perspective?
    a) Operations
    b) Human resources
    c) Financial
    d) Strategic management

Answer: b
Reference: Differing Functional Perspectives on Quality/The Human Resources Perspective
Level Easy

15) Which of the functional perspectives of quality most aligns with the systems view of quality management thinking?
    a) Engineering
    b) Human resources
    c) Financial
    d) Operations

Answer: d
Reference: Differing Functional Perspectives on Quality/An Operations Perspective
Level: Medium

16) W. E Deming
    a) initiated the "customer and relationship management" trend which focuses on the goal of satisfying the customer and delivering value to the customer.
    b) developed a strategic planning process which included a comprehensive environmental analysis of the organization's industry and competitors.
    c) created the total quality management (TQM) movement and the related Six Sigma program.
    d) linked quality improvement to reduction of defects and improved organizational performance.

Answer: d
Reference: Differing Functional Perspectives on Quality/A Financial Perspective
Level: Medium

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17) To relate quality improvement to the law of diminishing marginal returns, one could say,
   a) "There is a point at which investment in quality improvement will become uneconomical."
   b) "Investing money in a quality program at an end stage of the product life cycle is more prudent than investing in quality at an early stage of the product life cycle."
   c) "The cost decrease due to fewer errors and delays will always be less than the cost of quality improvements."
   d) "Optimum quality is the point where the total sum of losses and costs is greater than the total quality costs."

Answer: a
Reference: Differing Functional Perspectives on Quality/A Financial Perspective
Level: Difficult

18) The three spheres of quality described in Chapter 1
   a) identify the order in which quality-related activities must occur from quality control to management.
   b) ensure that the organization's quality control activities occur before quality assurance activities.
   c) integrate quality control and quality assurance processes via quality management.
   d) define the activities in each sphere, thereby lessening the need for communication within the framework.

Answer: c
Reference: The Three Spheres of Quality
Level: Medium

19) Which best describes the spheres of quality?
   a) Three spheres with overlapping functions.
   b) Three spheres with quality management occurring before assurance and control.
   c) Three spheres that occur linearly with one activity occurring before another can begin.
   d) None of the above are true about the three spheres of quality.

Answer: a
Reference: The Three Spheres of Quality
Level: Medium

20) An employee concerned with concurrent engineering, experimental design, and durability and product testing would be performing tasks related to which sphere of quality:
   a) Quality management
   b) Quality assurance
   c) Quality control
   d) None of the referenced tasks occur within the spheres of quality

Answer: b
Reference: The Three Spheres of Quality
Level: Medium

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21) The perspective that presupposes that there is no one theory or method for operating a business that can be applied in all situations is termed:
   a) Theory of integrative quality management
   b) Variable quality control designation
   c) Adaptable (flexible) quality management
   d) Contingency theory

Answer: d
Reference: Other Perspectives on Quality/Arriving at a Common Understanding of Quality Using a Contingency Perspective of Quality
Level: Easy

22) A manager maintaining a value-added perspective of quality could ask,
   a) "Would this adjustment be considered significant and worthwhile in the eyes of the consumer?"
   b) "Should our company consider varied dimensions of quality since we operate in varied environments?"
   c) "Will this action pay us financial benefits?"
   d) "Will this action offer competitive advantage for many years to come?"

Answer: a
Reference: Other Perspectives of Quality/The Value-Added Perspective on Quality
Level: Medium

23) Considering differences between cultures and nations may require
   a) revision to product offerings offered.
   b) adjustment to quality management techniques as they relate to employee autonomy and responsibility.
   c) adaptation of quality assurance work activities.
   d) all of the above.

Answer: d
Reference: Other Perspectives on Quality/Cultural Perspectives on Quality
Easy

24) Which is ***not*** true of understanding quality theory and management careers?
   a) They include positions such as supplier quality professionals and software quality engineers.
   b) The management positions requiring knowledge of quality are very specific and, by definition, require a high degree of specialized training in quality attributes.
   c) They include general managers who use quality management processes to improve the performance of their teams, departments, and divisions.
   d) The various positions may require application of quality to managing people, budgets, and processes.

Answer: b
Reference: Other Perspectives on Quality/Employment in Quality Management
Medium

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25) _____ perspectives of quality focus on the quality of the data and information flows within supply chains, ensuring reliable, timely data through information technology and systems.
   a) Operations
   b) Finance and accounting
   c) Information system
   d) Marketing

Answer: c
Reference: The Information Systems Perspective
Medium

26) Of growing importance to quality are advancements with regards to information systems include which of the following?
   a) Machine learning
   b) Artificial intelligence
   c) Big data analytics
   d) All of the above

Answer: d
Reference: The Information Systems Perspective
Medium

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