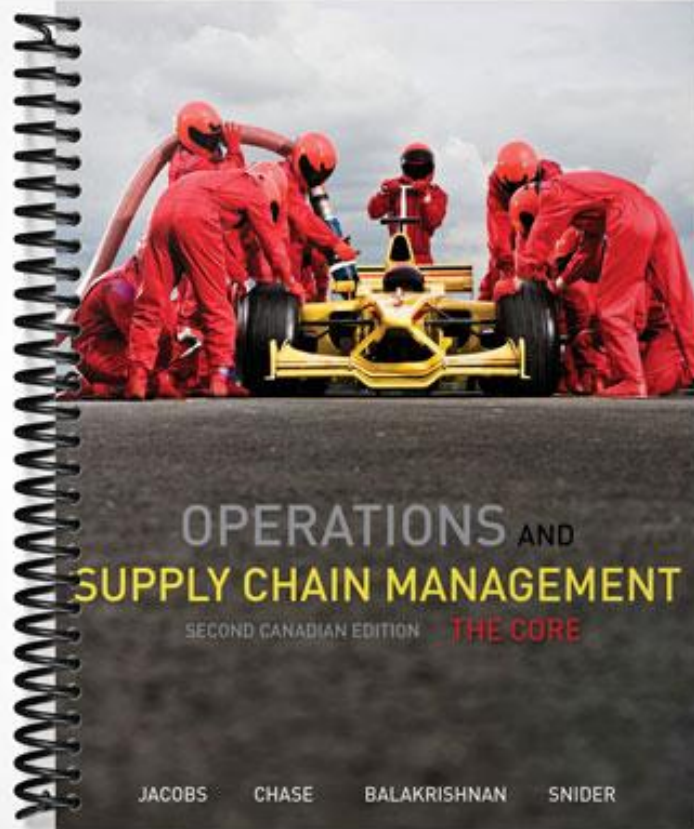


TEST BANK



OPERATIONS AND
SUPPLY CHAIN MANAGEMENT

SECOND CANADIAN EDITION THE CORE

JACOBS CHASE BALAKRISHNAN SNIDER

Student: _____

1. Operations and supply strategy is concerned with short term planning of the daily operational functions.
True False
2. Operations and supply strategy is concerned with setting broad policies and plans for using the resources of a firm to best support its long-term strategy.
True False
3. Quality is a major competitive attribute that forms the competitive position of a firm.
True False
4. Delivery speed is not a major competitive attribute that forms the competitive position of a firm.
True False
5. Design quality related to the set of features the product or service contains.
True False
6. Operations and supply management is defined as the design, operation, and improvement of the systems that create and deliver the firm's primary products and services.
True False
7. Process quality relates directly to the reliability of the product or service.
True False
8. Attempting to balance the desire to efficiently use resources while providing a highly effective service may create conflict between the two goals.
True False
9. Delivery reliability relates to a firm's ability to supply the product or service on or before the promised delivery due date.
True False
10. An effective operations and supply strategy must be integrated with the organization's corporate strategy.
True False
11. One of the competitive dimensions that form the competitive position of a company when planning their strategies is cost.
True False
12. One of the competitive dimensions that form the competitive position of a company when planning their strategies is delivery speed.
True False
13. One of the competitive dimensions that form the competitive position of a company when planning their strategies is making the best trade-off.
True False
14. Central to the concept of operations strategy is the notion of operations focus and trade-offs.
True False

15. The process when a company seeks to match the benefits of a successful position while maintaining its existing position by adding new features, services, and technologies into its current portfolio is called flexibility.
True False
16. The process when a company seeks to match the benefits of a successful position while maintaining its existing position by adding new features, services, and technologies into its current portfolio it is called straddling.
True False
17. Following a straddling strategy, firms can broaden their capabilities and effectively compete with more focused firms in markets requiring low cost for success.
True False
18. An order winner is a set of criteria that differentiates the products or services of one firm from another.
True False
19. An order winner is a set of screening criteria that permits a firm's products to be considered as possible candidates for purchase.
True False
20. An order qualifier is a set of screening criteria that permits a firm's products to be considered as possible candidates for purchase.
True False
21. Being the low-cost producer in any market always guarantees profitability and success.
True False
22. A company's ability to respond to increases and decreases in demand is not one of the competitive dimensions that form a company's competitive position.
True False
23. An important element of competitiveness is a company's ability to quickly develop and offer new products and services to its customers.
True False
24. Often special services are provided to augment the sales of manufactured products.
True False
25. The ability of a firm to support its product after the sale is not a competitive dimension that forms the competitive position of a firm.
True False
26. Order-winning criteria and order-qualifying criteria may change over time as marketing dimensions shift.
True False
27. Over time an order-winner can become an order-qualifier.
True False
28. All of the activities that make up a firm's operation should be kept within operational silos to facilitate planning and efficiency.
True False
29. A company's strategic themes can be identified and implemented through individual departmental goals and strategies.
True False

30. Operations strategy cannot be designed in a vacuum. It must be linked vertically to the customer and horizontally to other parts of the enterprise.
True False
31. A business strategy should be developed first and then linked to corporate strategy.
True False
32. Identifying core competencies is a critical component of a company's business strategy.
True False
33. Once a company's business strategy is formed then order winning and order qualifying strategies can be developed.
True False
34. Operational strategy decisions are used to form lower level business strategy decisions.
True False
35. A company's core capabilities refer to the distinctive skills or capabilities that that organization possesses.
True False
36. Identification of a firms core capabilities does not factor into the development of operational or business strategies.
True False
37. Operations activities must be linked to the other functions of the firm.
True False
38. If an operational competitive priority is quality then human resources must be focused on the training and retention of skilled employees.
True False
39. Quite often the best way to create a distinctive core competence is to tinker with the current system by introducing the latest technologies.
True False
40. The best way for an organization to create a distinctive core competence is to structure a whole new product realization system differently and better than any other competitor.
True False
41. Comparing firms from an operations view is important to investors since the relative cost of providing a good or service is essential to high earnings growth.
True False
42. Comparing firms from an operations view is not important to investors since the relative cost of providing a good or service is not essential to high earnings growth.
True False
43. Firms with high efficiencies may see a recession as an opportunity to gain market share.
True False
44. Productivity is defined as inputs divided by outputs.
True False
45. If a firm produces 1000 items and use 100 hours of productive time in doing so, the productivity of the firm is 10 items per hour.
True False
46. If a firm uses 1500 hours to produce 750 items the productivity of the firm is 2 items per hour.
True False

47. Productivity analysis is not an effective measurement of how well a firm utilizes its resources.
True False
48. When evaluating the largest productivity winners and losers it is important to look for unusual explanations.
True False
49. Due to the vague nature of productivity analysis it is often difficult to identify the causes of large productivity winners and losers
True False
50. A reason for studying operations and supply strategy (OSS) is which of the following?
A. OSS is essential for understanding organizational behavior
B. Most business graduates do OSS work regardless of their job title
C. Concepts and tools of OSS are useful in other functions of business
D. OSS is a required course in all business degree programs
E. OSS is the most rigorous business discipline
51. Operations and supply strategy does not involve which of the following?
A. Using operations research/management science decision-making tools
B. Industrial engineering issues
C. Line management responsibilities
D. Improving operating systems
E. Portfolio management
52. Which of the following is not a major strategic operational competitive dimension that forms a company's competitive position?
A. Cost or price
B. Delivery speed
C. Delivery reliability
D. Activity-system mapping
E. Coping with changes in demand
53. A major competitive dimension that forms a company's strategic operational competitive position in their strategic planning is which of the following?
A. Cost or price
B. Focus
C. Automation
D. Straddling
E. Activity-system mapping
54. When developing an operations and supply strategy, which of the following is an important product-specific criterion to consider?
A. Technical liaison
B. Learning curve
C. Competitor's product performance
D. Production lot-size
E. Total quality management
55. In developing an operations and supply strategy, which of the following would be an important product-specific criteria to consider?
A. Focus
B. Production lot-size
C. Supplier after-sale support
D. Learning curve
E. Total quality management

56. When a company seeks to match the benefits of a successful position while maintaining its existing position in offering customers a variety of differing services, what is this process called?
- A. Operations capability analysis
 - B. Straddling
 - C. Order qualifying
 - D. Order winning
 - E. Inter-functional analysis
57. If a firm decides to be a high quality producer which of the following is the most likely trade-off?
- A. Speed of delivery
 - B. Flexibility
 - C. Low cost
 - D. Range of products offered
 - E. Technical support
58. The operations and supply strategy framework presented in the textbook does not include which of the following competitive dimensions?
- A. Quality
 - B. Delivery speed
 - C. Flexibility
 - D. Price
 - E. People
59. The operations and supply strategy framework presented in the textbook includes which of the following competitive dimensions?
- A. Customer Satisfaction
 - B. Product Leadership
 - C. Delivery speed
 - D. People
 - E. Management
60. Which of the following is not a competitive dimension primary to services?
- A. Technology
 - B. Meeting launch dates
 - C. After sale support
 - D. Speed of response
 - E. Price
61. If a firm decides to focus on speed of delivery which of the following is the most likely trade-off?
- A. High quality
 - B. Flexibility
 - C. Low cost
 - D. Range of products offered
 - E. Technical support
62. Which of the following marketing oriented terms refers to the differentiation of products and services from one another?
- A. Distinctive competency
 - B. Order qualifier
 - C. Core competency
 - D. Order winner
 - E. Order turnover

63. Which of the following marketing oriented terms refers to the screening criterion that permits a firm's products and services to even be considered as possible candidates for purchase?
- A. Distinctive competency
 - B. Order qualifier
 - C. Core competency
 - D. Order winner
 - E. Order turnover
64. Which of the following will result from the delivery and implementation of a strategy which tightly links operational activities?
- A. Core competency
 - B. Competitive advantage
 - C. Operational strategy
 - D. Competitive dimensions
 - E. Order qualifiers
65. Operations strategy must be linked _____ to the customer and _____ to other parts of the enterprise.
- A. Directly, indirectly
 - B. Horizontally, vertically
 - C. Indirectly, directly
 - D. Vertically, horizontally
 - E. At a high level, at a low level
66. For companies to succeed their business strategy should be linked to what higher level strategy?
- A. Core competency
 - B. Mission
 - C. Marketing
 - D. Operations
 - E. Corporate
67. Which of the following is not considered a strategic Operations Strategy Decision?
- A. Organizational structure
 - B. Location
 - C. Capacity
 - D. Vertical integration
 - E. Process choice
68. Which of the following is not considered a tactical Operations Strategy Decision?
- A. Workforce
 - B. Location
 - C. Organizational structure
 - D. Quality management
 - E. Operations planning and control
69. Which of the following is considered a tactical Operations Strategy Decision?
- A. Organizational structure
 - B. Location
 - C. Capacity
 - D. Vertical integration
 - E. Process choice
70. Which of the following is considered a strategic Operations Strategy Decision?
- A. Workforce
 - B. Location
 - C. Organizational structure
 - D. Quality management
 - E. Operations planning and control

71. Which of the following describes the distinctive skills or capabilities that an organization possesses?
- A. Resource capabilities
 - B. Distinctive capabilities
 - C. Order qualifier capabilities
 - D. Order winner capabilities
 - E. Core capabilities
72. In recessionary times firms can continue to make profit and even gain market share due to efficient operations and which of the following?
- A. Core capabilities
 - B. Low cost structure
 - C. Straddling
 - D. Order winners
 - E. Productivity analysis
73. If a firm produces 75 units and uses 50 hours of labour in doing so what is their productivity index?
- A. 75 units per hour
 - B. 50 hours per unit
 - C. .67 units per hour
 - D. 1.5 hours per unit
 - E. 1.5 units per hour
74. If a firm produces 250 units and uses 75 kilos of material what is their productivity index?
- A. .3 units per kilo
 - B. 3.33 units per kilo
 - C. 75 kilos per unit
 - D. 250 units per kilo
 - E. 3.33 kilos per unit
75. If a firm uses 175 hours to process 300 patients through a medical clinic what is their productivity index?
- A. 300 patients per hour
 - B. 175 hours per patient
 - C. 1.7 patients per hour
 - D. 1.7 hours per patient
 - E. .58 patients per hour
76. An emergency ward in a hospital treated 50 patients in a 24 hour period. What is their productivity index?
- A. .48 patients per hour
 - B. .50 patients per hour
 - C. 2.08 hours per patient
 - D. 2.08 patients per hour
 - E. .24 hours per patient
77. When trying to determine actual productivity gains or losses it is always best to look at what?
- A. Current trends
 - B. Future trends
 - C. Multiyear productivity patterns
 - D. Similar company's gains or losses
 - E. Economic indicators
78. What is a criterion or product characteristic that differentiates a product from the products of competitors in a way meaningful to the market called? _____

79. What is a criterion that permits a firms products to be considered as possible candidates for purchase called? _____

80. The skills that differentiate a manufacturing or service firm from its rivals are called what?

81. What is the planning function called that is concerned with setting broad policies and plans for using resources to support long term competitive strategy? _____

82. Different attributes of a product or service that are of primary interest to customers are called what?

83. Which competitive dimension is being used when a firm competes on the basis of lowest cost producer?

84. Which competitive dimension is being used when a firm competes on the basis of the design of the product or service? _____

85. Which competitive dimension is being used when a firm competes on the basis of delivering more quickly than its competitors? _____

86. Which competitive dimension is being used when a firm competes on the basis of supplying the product or service on or before the promised delivery date? _____

87. Which competitive dimension is being used when a firm competes on the basis of their ability to respond to changes in demand? _____

88. Which competitive dimension is being used when a firm competes on the basis of supplying a wide variety of products to its customers? _____

89. The concept that not all operations can excel simultaneously on all competitive dimensions is called what? _____

90. _____ occurs when a company seeks to match the benefits of a successful position while maintaining its existing position.

91. This type of operations strategy includes decisions in areas such as location, capacity and process choice.

92. This type of operations strategy includes decisions in areas such as workforce, quality management, and organizational structure. _____

93. This is the resulting measurement when outputs are divided by inputs. _____

02 Key

1. Operations and supply strategy is concerned with short term planning of the daily operational functions.
FALSE
*Jacobs - Chapter 02 #1
Learning Objective: 3
Level: Easy
Solution Page No: 22*
2. Operations and supply strategy is concerned with setting broad policies and plans for using the resources of a firm to best support its long-term strategy.
TRUE
*Jacobs - Chapter 02 #2
Learning Objective: 3
Level: Easy
Solution Page No: 22*
3. Quality is a major competitive attribute that forms the competitive position of a firm.
TRUE
*Jacobs - Chapter 02 #3
Learning Objective: 1
Level: Easy
Solution Page No: 22*
4. Delivery speed is not a major competitive attribute that forms the competitive position of a firm.
FALSE
*Jacobs - Chapter 02 #4
Learning Objective: 1
Level: Easy
Solution Page No: 23*
5. Design quality related to the set of features the product or service contains.
TRUE
*Jacobs - Chapter 02 #5
Learning Objective: 1
Level: Easy
Solution Page No: 23*
6. Operations and supply management is defined as the design, operation, and improvement of the systems that create and deliver the firm's primary products and services.
TRUE
*Jacobs - Chapter 02 #6
Learning Objective: 3
Level: Easy
Solution Page No: 22*
7. Process quality relates directly to the reliability of the product or service.
TRUE
*Jacobs - Chapter 02 #7
Learning Objective: 3
Level: Easy
Solution Page No: 23*
8. Attempting to balance the desire to efficiently use resources while providing a highly effective service may create conflict between the two goals.
TRUE
*Jacobs - Chapter 02 #8
Learning Objective: 3
Level: Easy
Solution Page No: 24*
9. Delivery reliability relates to a firm's ability to supply the product or service on or before the promised delivery due date.
TRUE
*Jacobs - Chapter 02 #9
Learning Objective: 1
Level: Easy
Solution Page No: 23*

10. An effective operations and supply strategy must be integrated with the organization's corporate strategy.
TRUE
- Jacobs - Chapter 02 #10
Learning Objective: 3
Level: Easy
Solution Page No: 22*
11. One of the competitive dimensions that form the competitive position of a company when planning their strategies is cost.
TRUE
- Jacobs - Chapter 02 #11
Learning Objective: 1
Level: Easy
Solution Page No: 23*
12. One of the competitive dimensions that form the competitive position of a company when planning their strategies is delivery speed.
TRUE
- Jacobs - Chapter 02 #12
Learning Objective: 1
Level: Easy
Solution Page No: 23*
13. One of the competitive dimensions that form the competitive position of a company when planning their strategies is making the best trade-off.
FALSE
- Jacobs - Chapter 02 #13
Learning Objective: 1
Level: Easy
Solution Page No: 24*
14. Central to the concept of operations strategy is the notion of operations focus and trade-offs.
TRUE
- Jacobs - Chapter 02 #14
Learning Objective: 2
Level: Easy
Solution Page No: 24*
15. The process when a company seeks to match the benefits of a successful position while maintaining its existing position by adding new features, services, and technologies into its current portfolio is called flexibility.
FALSE
- Jacobs - Chapter 02 #15
Learning Objective: 3
Level: Easy
Solution Page No: 25*
16. The process when a company seeks to match the benefits of a successful position while maintaining its existing position by adding new features, services, and technologies into its current portfolio it is called straddling.
TRUE
- Jacobs - Chapter 02 #16
Learning Objective: 3
Level: Easy
Solution Page No: 25*
17. Following a straddling strategy, firms can broaden their capabilities and effectively compete with more focused firms in markets requiring low cost for success.
FALSE
- Jacobs - Chapter 02 #17
Learning Objective: 3
Level: Medium
Solution Page No: 25*

18. An order winner is a set of criteria that differentiates the products or services of one firm from another.

TRUE

*Jacobs - Chapter 02 #18
Learning Objective: 4
Level: Easy
Solution Page No: 26*

19. An order winner is a set of screening criteria that permits a firm's products to be considered as possible candidates for purchase.

FALSE

*Jacobs - Chapter 02 #19
Learning Objective: 4
Level: Easy
Solution Page No: 26*

20. An order qualifier is a set of screening criteria that permits a firm's products to be considered as possible candidates for purchase.

TRUE

*Jacobs - Chapter 02 #20
Learning Objective: 4
Level: Easy
Solution Page No: 26*

21. Being the low-cost producer in any market always guarantees profitability and success.

FALSE

*Jacobs - Chapter 02 #21
Learning Objective: 1
Level: Easy
Solution Page No: 23*

22. A company's ability to respond to increases and decreases in demand is not one of the competitive dimensions that form a company's competitive position.

FALSE

*Jacobs - Chapter 02 #22
Learning Objective: 1
Level: Easy
Solution Page No: 24*

23. An important element of competitiveness is a company's ability to quickly develop and offer new products and services to its customers.

TRUE

*Jacobs - Chapter 02 #23
Learning Objective: 1
Level: Easy
Solution Page No: 24*

24. Often special services are provided to augment the sales of manufactured products.

TRUE

*Jacobs - Chapter 02 #24
Learning Objective: 1
Level: Easy
Solution Page No: 24*

25. The ability of a firm to support its product after the sale is not a competitive dimension that forms the competitive position of a firm.

FALSE

*Jacobs - Chapter 02 #25
Learning Objective: 1
Level: Easy
Solution Page No: 24*

26. Order-winning criteria and order-qualifying criteria may change over time as marketing dimensions shift.

TRUE

*Jacobs - Chapter 02 #26
Learning Objective: 4
Level: Easy
Solution Page No: 26*

27. Over time an order-winner can become an order-qualifier.

TRUE

*Jacobs - Chapter 02 #27
Learning Objective: 4
Level: Easy
Solution Page No: 26*

28. All of the activities that make up a firm's operation should be kept within operational silos to facilitate planning and efficiency.

FALSE

*Jacobs - Chapter 02 #28
Learning Objective: 3
Level: Medium
Solution Page No: 26*

29. A company's strategic themes can be identified and implemented through individual departmental goals and strategies.

FALSE

*Jacobs - Chapter 02 #29
Learning Objective: 3
Level: Medium
Solution Page No: 27*

30. Operations strategy cannot be designed in a vacuum. It must be linked vertically to the customer and horizontally to other parts of the enterprise.

TRUE

*Jacobs - Chapter 02 #30
Learning Objective: 3
Level: Easy
Solution Page No: 28*

31. A business strategy should be developed first and then linked to corporate strategy.

FALSE

*Jacobs - Chapter 02 #31
Learning Objective: 3
Level: Easy
Solution Page No: 28*

32. Identifying core competencies is a critical component of a company's business strategy.

TRUE

*Jacobs - Chapter 02 #32
Learning Objective: 5
Level: Easy
Solution Page No: 28*

33. Once a company's business strategy is formed then order winning and order qualifying strategies can be developed.

TRUE

*Jacobs - Chapter 02 #33
Learning Objective: 3
Level: Easy
Solution Page No: 28*

34. Operational strategy decisions are used to form lower level business strategy decisions.

FALSE

*Jacobs - Chapter 02 #34
Learning Objective: 3
Level: Easy
Solution Page No: 28*

35. A company's core capabilities refer to the distinctive skills or capabilities that that organization possesses.

TRUE

*Jacobs - Chapter 02 #35
Learning Objective: 5
Level: Easy
Solution Page No: 29*

36. Identification of a firm's core capabilities does not factor into the development of operational or business strategies.
FALSE
- Jacobs - Chapter 02 #36
Learning Objective: 5
Level: Easy
Solution Page No: 29*
37. Operations activities must be linked to the other functions of the firm.
TRUE
- Jacobs - Chapter 02 #37
Learning Objective: 3
Level: Easy
Solution Page No: 29*
38. If an operational competitive priority is quality then human resources must be focused on the training and retention of skilled employees.
TRUE
- Jacobs - Chapter 02 #38
Learning Objective: 1
Level: Easy
Solution Page No: 29*
39. Quite often the best way to create a distinctive core competence is to tinker with the current system by introducing the latest technologies.
FALSE
- Jacobs - Chapter 02 #39
Learning Objective: 5
Level: Easy
Solution Page No: 29*
40. The best way for an organization to create a distinctive core competence is to structure a whole new product realization system differently and better than any other competitor.
TRUE
- Jacobs - Chapter 02 #40
Learning Objective: 5
Level: Easy
Solution Page No: 29*
41. Comparing firms from an operations view is important to investors since the relative cost of providing a good or service is essential to high earnings growth.
TRUE
- Jacobs - Chapter 02 #41
Learning Objective: 6
Level: Medium
Solution Page No: 29*
42. Comparing firms from an operations view is not important to investors since the relative cost of providing a good or service is not essential to high earnings growth.
FALSE
- Jacobs - Chapter 02 #42
Learning Objective: 6
Level: Medium
Solution Page No: 29*
43. Firms with high efficiencies may see a recession as an opportunity to gain market share.
TRUE
- Jacobs - Chapter 02 #43
Learning Objective: 6
Level: Medium
Solution Page No: 29*
44. Productivity is defined as inputs divided by outputs.
FALSE
- Jacobs - Chapter 02 #44
Learning Objective: 6
Level: Easy
Solution Page No: 29*

45. If a firm produces 1000 items and use 100 hours of productive time in doing so, the productivity of the firm is 10 items per hour.
TRUE
- Jacobs - Chapter 02 #45
Learning Objective: 6
Level: Easy
Solution Page No: 29*
46. If a firm uses 1500 hours to produce 750 items the productivity of the firm is 2 items per hour.
FALSE
- Jacobs - Chapter 02 #46
Learning Objective: 6
Level: Easy
Solution Page No: 29*
47. Productivity analysis is not an effective measurement of how well a firm utilizes its resources.
FALSE
- Jacobs - Chapter 02 #47
Learning Objective: 6
Level: Medium
Solution Page No: 29*
48. When evaluating the largest productivity winners and losers it is important to look for unusual explanations.
TRUE
- Jacobs - Chapter 02 #48
Learning Objective: 6
Level: Medium
Solution Page No: 30*
49. Due to the vague nature of productivity analysis it is often difficult to identify the causes of large productivity winners and losers
FALSE
- Jacobs - Chapter 02 #49
Learning Objective: 6
Level: Medium
Solution Page No: 30*
50. A reason for studying operations and supply strategy (OSS) is which of the following?
A. OSS is essential for understanding organizational behavior
B. Most business graduates do OSS work regardless of their job title
C. Concepts and tools of OSS are useful in other functions of business
D. OSS is a required course in all business degree programs
E. OSS is the most rigorous business discipline
- Jacobs - Chapter 02 #50
Learning Objective: 3
Level: Easy
Solution Page No: 22*
51. Operations and supply strategy does not involve which of the following?
A. Using operations research/management science decision-making tools
B. Industrial engineering issues
C. Line management responsibilities
D. Improving operating systems
E. Portfolio management
- Jacobs - Chapter 02 #51
Learning Objective: 3
Level: Easy
Solution Page No: Chapter concept*

52. Which of the following is not a major strategic operational competitive dimension that forms a company's competitive position?
- A. Cost or price
 - B. Delivery speed
 - C. Delivery reliability
 - D. Activity-system mapping**
 - E. Coping with changes in demand

*Jacobs - Chapter 02 #52
Learning Objective: 1
Level: Medium
Solution Page No: 24*

53. A major competitive dimension that forms a company's strategic operational competitive position in their strategic planning is which of the following?
- A. Cost or price**
 - B. Focus
 - C. Automation
 - D. Straddling
 - E. Activity-system mapping

*Jacobs - Chapter 02 #53
Learning Objective: 1
Level: Medium
Solution Page No: 24*

54. When developing an operations and supply strategy, which of the following is an important product-specific criterion to consider?
- A. Technical liaison**
 - B. Learning curve
 - C. Competitor's product performance
 - D. Production lot-size
 - E. Total quality management

*Jacobs - Chapter 02 #54
Learning Objective: 1
Level: Medium
Solution Page No: 24*

55. In developing an operations and supply strategy, which of the following would be an important product-specific criteria to consider?
- A. Focus
 - B. Production lot-size
 - C. Supplier after-sale support**
 - D. Learning curve
 - E. Total quality management

*Jacobs - Chapter 02 #55
Learning Objective: 1
Level: Easy
Solution Page No: 24*

56. When a company seeks to match the benefits of a successful position while maintaining its existing position in offering customers a variety of differing services, what is this process called?
- A. Operations capability analysis
 - B. Straddling**
 - C. Order qualifying
 - D. Order winning
 - E. Inter-functional analysis

*Jacobs - Chapter 02 #56
Learning Objective: 3
Level: Easy
Solution Page No: 25*

57. If a firm decides to be a high quality producer which of the following is the most likely trade-off?
- A. Speed of delivery
 - B. Flexibility
 - C. Low cost**
 - D. Range of products offered
 - E. Technical support

*Jacobs - Chapter 02 #57
Learning Objective: 2
Level: Easy*

Solution Page No: 24

58. The operations and supply strategy framework presented in the textbook does not include which of the following competitive dimensions?
- A. Quality
 - B. Delivery speed
 - C. Flexibility
 - D. Price
 - E. People**

*Jacobs - Chapter 02 #58
Learning Objective: 1
Level: Medium*

Solution Page No: 24

59. The operations and supply strategy framework presented in the textbook includes which of the following competitive dimensions?
- A. Customer Satisfaction
 - B. Product Leadership
 - C. Delivery speed**
 - D. People
 - E. Management

*Jacobs - Chapter 02 #59
Learning Objective: 1
Level: Medium*

Solution Page No: 24

60. Which of the following is not a competitive dimension primary to services?
- A. Technology
 - B. Meeting launch dates
 - C. After sale support
 - D. Speed of response
 - E. Price**

*Jacobs - Chapter 02 #60
Learning Objective: 1
Level: Medium*

Solution Page No: 24

61. If a firm decides to focus on speed of delivery which of the following is the most likely trade-off?
- A. High quality
 - B. Flexibility**
 - C. Low cost
 - D. Range of products offered
 - E. Technical support

*Jacobs - Chapter 02 #61
Learning Objective: 2
Level: Medium*

Solution Page No: 24

62. Which of the following marketing oriented terms refers to the differentiation of products and services from one another?
- A. Distinctive competency
 - B. Order qualifier
 - C. Core competency
 - D. Order winner**
 - E. Order turnover

*Jacobs - Chapter 02 #62
Learning Objective: 4
Level: Medium
Solution Page No: 26*

63. Which of the following marketing oriented terms refers to the screening criterion that permits a firms products and services to even be considered as possible candidates for purchase?
- A. Distinctive competency
 - B. Order qualifier**
 - C. Core competency
 - D. Order winner
 - E. Order turnover

*Jacobs - Chapter 02 #63
Learning Objective: 4
Level: Medium
Solution Page No: 26*

64. Which of the following will result from the delivery and implementation of a strategy which tightly links operational activities?
- A. Core competency
 - B. Competitive advantage**
 - C. Operational strategy
 - D. Competitive dimensions
 - E. Order qualifiers

*Jacobs - Chapter 02 #64
Learning Objective: 3
Level: Hard
Solution Page No: 27*

65. Operations strategy must be linked _____ to the customer and _____ to other parts of the enterprise.
- A. Directly, indirectly
 - B. Horizontally, vertically
 - C. Indirectly, directly
 - D. Vertically, horizontally**
 - E. At a high level, at a low level

*Jacobs - Chapter 02 #65
Learning Objective: 3
Level: Easy
Solution Page No: 28*

66. For companies to succeed their business strategy should be linked to what higher level strategy?
- A. Core competency
 - B. Mission
 - C. Marketing
 - D. Operations
 - E. Corporate**

*Jacobs - Chapter 02 #66
Learning Objective: 3
Level: Easy
Solution Page No: 28*

67. Which of the following is not considered a strategic Operations Strategy Decision?
A. Organizational structure
B. Location
C. Capacity
D. Vertical integration
E. Process choice

*Jacobs - Chapter 02 #67
Learning Objective: 3
Level: Medium
Solution Page No: 28*

68. Which of the following is not considered a tactical Operations Strategy Decision?
A. Workforce
B. Location
C. Organizational structure
D. Quality management
E. Operations planning and control

*Jacobs - Chapter 02 #68
Learning Objective: 3
Level: Medium
Solution Page No: 28*

69. Which of the following is considered a tactical Operations Strategy Decision?
A. Organizational structure
B. Location
C. Capacity
D. Vertical integration
E. Process choice

*Jacobs - Chapter 02 #69
Learning Objective: 3
Level: Medium
Solution Page No: 28*

70. Which of the following is considered a strategic Operations Strategy Decision?
A. Workforce
B. Location
C. Organizational structure
D. Quality management
E. Operations planning and control

*Jacobs - Chapter 02 #70
Learning Objective: 3
Level: Medium
Solution Page No: 28*

71. Which of the following describes the distinctive skills or capabilities that an organization possesses?
A. Resource capabilities
B. Distinctive capabilities
C. Order qualifier capabilities
D. Order winner capabilities
E. Core capabilities

*Jacobs - Chapter 02 #71
Learning Objective: 5
Level: Easy
Solution Page No: 29*

72. In recessionary times firms can continue to make profit and even gain market share due to efficient operations and which of the following?
- A. Core capabilities
 - B.** Low cost structure
 - C. Straddling
 - D. Order winners
 - E. Productivity analysis

*Jacobs - Chapter 02 #72
Learning Objective: 6
Level: Medium
Solution Page No: 29*

73. If a firm produces 75 units and uses 50 hours of labour in doing so what is their productivity index?
- A. 75 units per hour
 - B. 50 hours per unit
 - C. .67 units per hour
 - D. 1.5 hours per unit
 - E.** 1.5 units per hour

*Jacobs - Chapter 02 #73
Learning Objective: 6
Level: Easy
Solution Page No: 29*

74. If a firm produces 250 units and uses 75 kilos of material what is their productivity index?
- A. .3 units per kilo
 - B.** 3.33 units per kilo
 - C. 75 kilos per unit
 - D. 250 units per kilo
 - E. 3.33 kilos per unit

*Jacobs - Chapter 02 #74
Learning Objective: 6
Level: Easy
Solution Page No: 29*

75. If a firm uses 175 hours to process 300 patients through a medical clinic what is their productivity index?
- A. 300 patients per hour
 - B. 175 hours per patient
 - C.** 1.7 patients per hour
 - D. 1.7 hours per patient
 - E. .58 patients per hour

*Jacobs - Chapter 02 #75
Learning Objective: 6
Level: Easy
Solution Page No: 29*

76. An emergency ward in a hospital treated 50 patients in a 24 hour period. What is their productivity index?
- A. .48 patients per hour
 - B. .50 patients per hour
 - C. 2.08 hours per patient
 - D.** 2.08 patients per hour
 - E. .24 hours per patient

*Jacobs - Chapter 02 #76
Learning Objective: 6
Level: Easy
Solution Page No: 29*

77. When trying to determine actual productivity gains or losses it is always best to look at what?
A. Current trends
B. Future trends
C. Multiyear productivity patterns
D. Similar company's gains or losses
E. Economic indicators

*Jacobs - Chapter 02 #77
Learning Objective: 6
Level: Medium
Solution Page No: 30*

78. What is a criterion or product characteristic that differentiates a product from the products of competitors in a way meaningful to the market called? _____
Order winner

*Jacobs - Chapter 02 #78
Learning Objective: 4
Level: Medium
Solution Page No: 26*

79. What is a criterion that permits a firms products to be considered as possible candidates for purchase called? _____
Order qualifier

*Jacobs - Chapter 02 #79
Learning Objective: 4
Level: Medium
Solution Page No: 26*

80. The skills that differentiate a manufacturing or service firm from its rivals are called what? _____
Core capabilities or core competencies

*Jacobs - Chapter 02 #80
Learning Objective: 5
Level: Easy
Solution Page No: 29*

81. What is the planning function called that is concerned with setting broad policies and plans for using resources to support long term competitive strategy? _____
Operations and supply strategy

*Jacobs - Chapter 02 #81
Learning Objective: 3
Level: Easy
Solution Page No: 22*

82. Different attributes of a product or service that are of primary interest to customers are called what? _____
Competitive dimensions

*Jacobs - Chapter 02 #82
Learning Objective: 1
Level: Easy
Solution Page No: 22*

83. Which competitive dimension is being used when a firm competes on the basis of lowest cost producer? _____
Cost or price

*Jacobs - Chapter 02 #83
Learning Objective: 1
Level: Easy
Solution Page No: 23*

84. Which competitive dimension is being used when a firm competes on the basis of the design of the product or service? _____
Quality

*Jacobs - Chapter 02 #84
Learning Objective: 1
Level: Easy
Solution Page No: 23*

85. Which competitive dimension is being used when a firm competes on the basis of delivering more quickly than its competitors? _____
Delivery speed or Speed
- Jacobs - Chapter 02 #85
Learning Objective: 1
Level: Easy
Solution Page No: 23*
86. Which competitive dimension is being used when a firm competes on the basis of supplying the product or service on or before the promised delivery date? _____
Delivery reliability
- Jacobs - Chapter 02 #86
Learning Objective: 1
Level: Easy
Solution Page No: 23*
87. Which competitive dimension is being used when a firm competes on the basis of their ability to respond to changes in demand? _____
Coping with changes in demand or Change its volume
- Jacobs - Chapter 02 #87
Learning Objective: 1
Level: Easy
Solution Page No: 24*
88. Which competitive dimension is being used when a firm competes on the basis of supplying a wide variety of products to its customers? _____
Flexibility or New product introduction speed
- Jacobs - Chapter 02 #88
Learning Objective: 1
Level: Easy
Solution Page No: 24*
89. The concept that not all operations can excel simultaneously on all competitive dimensions is called what? _____
Trade-offs
- Jacobs - Chapter 02 #89
Learning Objective: 1
Level: Easy
Solution Page No: 24*
90. _____ occurs when a company seeks to match the benefits of a successful position while maintaining its existing position.
Straddling
- Jacobs - Chapter 02 #90
Learning Objective: 3
Level: Easy
Solution Page No: 25*
91. This type of operations strategy includes decisions in areas such as location, capacity and process choice. _____
Strategic
- Jacobs - Chapter 02 #91
Learning Objective: 3
Level: Easy
Solution Page No: 28*
92. This type of operations strategy includes decisions in areas such as workforce, quality management, and organizational structure. _____
Tactical
- Jacobs - Chapter 02 #92
Learning Objective: 3
Level: Easy
Solution Page No: 28*
93. This is the resulting measurement when outputs are divided by inputs. _____
Productivity
- Jacobs - Chapter 02 #93
Learning Objective: 6
Level: Easy
Solution Page No: 29*

94. Discuss the concept of "Straddling" and of how competing on multiple dimensions can result in either failure or success.

Straddling occurs when a company seeks to match the benefits of a successful position while maintaining its existing position. The text refers to Continental Airlines ill-fated attempt to compete with Southwest Airlines. (refer to page #25). Another analogy would be if Purolator decided to enter into the business of fuel distribution. Purolator would not survive if they approached the new business endeavour with the same corporate and operational supply strategy as they use in their current business operation. Purolator would promise overnight delivery of fuel to gas stations all across Canada, and deliver one litre at a time. If they adhered to their original operations strategy it would not take long before Purolator would be unable to compete in this position. If a company decides to "straddle" then they must align their corporate, business and, operations and supply strategies to fit the new business position. Attempting to compete without developing new strategies will result in failure.

*Jacobs - Chapter 02 #94
Learning Objective: 3
Level: Hard
Solution Page No: 25*

95. Describe a specific example of the trade-offs between any two of the six major operational competitive dimensions.

This question requires that the student recall at least two of the seven operational dimensions described under the heading ""Competitive Dimensions" on pages 22-24 of the text. In evaluating the student's response the instructor should take care that the student's arguments do, indeed illustrate a "trade-off" or a situation where an improvement in one dimension comes at the cost of a lessening of a different dimension. A fairly common example is between achieving low cost (or price) at the expense of quality. For this example it is necessary for the student to specify that they are talking about reducing design quality to achieve low cost (for example) instead of process quality where improvements typically result in lowered cost.

*Jacobs - Chapter 02 #95
Learning Objective: 2
Level: Medium
Solution Page No: 22-24*

96. Explain the role that "order qualifiers" and "order winners" play as the interface between marketing and operations.

The student's answer to this question should indicate the usefulness of articulating and differentiating between order winners and order qualifiers. In essence, these factors should indicate the essence of what is required to compete in the marketplace and the ways that the product or service, itself, differentiates itself from competing products and services. This topic is discussed in the text on page 26 under the heading "Order Winners and Qualifiers: The Marketing-Operations Link."

*Jacobs - Chapter 02 #96
Learning Objective: 4
Level: Medium
Solution Page No: 26*

02 Summary

<u>Category</u>	<u># of Questions</u>
Jacobs - Chapter 02	96
Learning Objective: 1	28
Learning Objective: 2	4
Learning Objective: 3	31
Learning Objective: 4	10
Learning Objective: 5	7
Learning Objective: 6	16
Level: Easy	66
Level: Hard	2
Level: Medium	28
Solution Page No: 22	8
Solution Page No: 22-24	1
Solution Page No: 23	11
Solution Page No: 24	19
Solution Page No: 25	6
Solution Page No: 26	11
Solution Page No: 27	2
Solution Page No: 28	13
Solution Page No: 29	21
Solution Page No: 30	3
Solution Page No: Chapter concept	1