

Chapter 2

Supply Chain Performance: Achieving Strategic Fit and Scope

True/False

1. A company's competitive strategy defines the set of customer needs that it seeks to satisfy through its products and services.

Answer: True

Difficulty: Easy

2. The value chain emphasizes the close relationship between all the functional strategies within a company.

Answer: True

Difficulty: Moderate

3. A company's product development strategy defines the set of customer needs that it seeks to satisfy through its products and services.

Answer: False

Difficulty: Moderate

4. A company's product development strategy specifies the portfolio of new products that it will try to develop.

Answer: True

Difficulty: Easy

5. A company's supply chain strategy specifies how the market will be segmented and how the product will be positioned, priced, and promoted.

Answer: False

Difficulty: Easy

6. A company's supply chain strategy determines the nature of procurement and transportation of materials as well as the manufacture and distribution of the product.

Answer: True

Difficulty: Easy

7. The degree of supply chain responsiveness should be consistent with the implied uncertainty.

Answer: True

Difficulty: Easy

8. The degree of supply chain responsiveness does not need to be consistent with the implied uncertainty.

Answer: False

Difficulty: Moderate

9. To achieve complete strategic fit, a firm must ensure that all functions in the value chain have consistent strategies that support the competitive strategy.

Answer: True

Difficulty: Moderate

10. To achieve complete strategic fit, a firm must ensure that all functions in the value chain have diverse strategies that support functional goals.

Answer: False

Difficulty: Moderate

11. Because demand and supply characteristics change, the supply chain strategy must change over the product life cycle if a company is to continue achieving strategic fit.

Answer: True

Difficulty: Easy

12. The supply chain strategy must be established at the beginning of the product life cycle and not changed if a company is to continue achieving strategic fit.

Answer: False

Difficulty: Easy

13. To retain strategic fit, supply chain strategy must be adjusted over the life cycle of a product and as the competitive landscape changes.

Answer: True

Difficulty: Moderate

14. The intercompany scope of strategic fit is essential today because the competitive playing field has shifted from company versus company to supply chain versus supply chain.

Answer: True

Difficulty: Moderate

15. The intercompany scope of strategic fit is no longer relevant today because the competitive playing field has shifted from company versus company to supply chain versus supply chain.

Answer: False

Difficulty: Easy

16. The intercompany scope of strategic fit requires firms to evaluate every action
in the context of the entire supply chain.

Answer: True

Difficulty: Moderate

17. There is a close connection between the design and management of supply
chain flows and the success of a supply chain.

Answer: True

Difficulty: Easy

Multiple Choice

1. A company's competitive strategy
 - a. defines the set of customer needs that it seeks to satisfy through its
products and services.

- b. specifies the portfolio of new products that it will try to develop.
- c. specifies how the market will be segmented and how the product will be positioned, priced, and promoted.
- d. determines the nature of procurement and transportation of materials as well as manufacture and distribution of the product.
- e. determines how it will obtain and maintain the appropriate set of skills and abilities to meet customer needs.

Answer: a

Difficulty: Moderate

- 2. A company's product development strategy
 - a. defines the set of customer needs that it seeks to satisfy through its products and services.
 - b. specifies the portfolio of new products that it will try to develop.

- c. specifies how the market will be segmented and how the product will be positioned, priced, and promoted.
- d. determines the nature of procurement and transportation of materials as well as manufacture and distribution of the product.
- e. determines how it will obtain and maintain the appropriate set of skills and abilities to meet customer needs.

Answer: b

Difficulty: Easy

3. A company's marketing and sales strategy

- a. defines the set of customer needs that it seeks to satisfy through its products and services.
- b. specifies the portfolio of new products that it will try to develop.
- c. specifies how the market will be segmented and how the product will be positioned, priced, and promoted.

- d. determines the nature of procurement and transportation of materials as well as manufacture and distribution of the product.
- e. determines how it will obtain and maintain the appropriate set of skills and abilities to meet customer needs.

Answer: c

Difficulty: Moderate

4. A company's supply chain strategy

- a. defines the set of customer needs that it seeks to satisfy through its products and services.
- b. specifies the portfolio of new products that it will try to develop.
- c. specifies how the market will be segmented and how the product will be positioned, priced, and promoted.
- d. determines the nature of procurement and transportation of materials as well as manufacture and distribution of the product.

- e. determines how it will obtain and maintain the appropriate set of skills and abilities to meet customer needs.

Answer: d

Difficulty: Easy

5. Which of the following determines the nature of procurement of raw materials, transportation of materials to and from the company, manufacture of the product or operation to provide the service, and distribution of the product to the customer along with follow-up service?

- a. Competitive strategy
- b. Product development strategy
- c. Marketing and sales strategy
- d. Supply chain strategy
- e. none of the above

Answer: d

Difficulty: Easy

6. Which of the following defines the set of customer needs that a company seeks to satisfy through its products and services?
- a. Competitive strategy
 - b. Product development strategy
 - c. Marketing and sales strategy
 - d. Supply chain strategy
 - e. none of the above

Answer: a

Difficulty: Moderate

7. Which of the following specifies how the market will be segmented and how the product will be positioned, priced, and promoted?
- a. Competitive strategy
 - b. Product development strategy

- c. Marketing and sales strategy
- d. Supply chain strategy
- e. none of the above

Answer: c

Difficulty: Moderate

8. Which of the following specifies the portfolio of new products that a company will try to develop?

- a. Competitive strategy
- b. Product development strategy
- c. Marketing and sales strategy
- d. Supply chain strategy
- e. all of the above

Answer: b

Difficulty: Easy

9. A supply chain strategy includes

- a. supplier strategy.
- b. operations strategy.
- c. logistics strategy.
- d. all of the above
- e. none of the above

Answer: d

Difficulty: Moderate

10. A supply chain strategy involves decisions regarding

- a. inventory.
- b. transportation.
- c. operating facilities.
- d. information flows.
- e. all of the above

Answer: e

Difficulty: Moderate

11. A supply chain strategy involves decisions regarding all of the following

- a. inventory.
- b. transportation.
- c. new product development.
- d. operating facilities.
- e. information flows.

Answer: c

Difficulty: Moderate

12. Which of the following is a key to the success or failure of a company?

- a. The competitive strategy and all functional strategies must fit together to form a coordinated overall strategy.

- b. Each functional strategy must support other functional strategies and help a firm reach its competitive strategy goal.
- c. The different functions in a company must appropriately structure their processes and resources to be able to execute strategies successfully.
- d. All of the above are keys to success.
- e. None of the above are a key to success.

Answer: d

Difficulty: Moderate

13. Which of the following is not a key to the success or failure of a company?

- a. The competitive strategy and all functional strategies must fit together to form a coordinated overall strategy.
- b. Each functional strategy must support other functional strategies and help a firm reach its competitive strategy goal.

- c. The different functions in a company must appropriately structure their processes and resources to be able to execute strategies successfully.
- d. All of the above are keys to success.
- e. None of the above are a key to success.

Answer: d

Difficulty: Moderate

14. Which of the following is not a key to the success or failure of a company?

- a. The competitive strategy and all functional strategies must fit together to form a coordinated overall strategy.
- b. The competitive strategy and all functional strategies operate independently of each other.
- c. The different functions in a company must appropriately structure their processes and resources to be able to execute strategies successfully.

- d. Each functional strategy must support other functional strategies and help a firm reach its competitive strategy goal.
- e. All of the above are keys to success.

Answer: b

Difficulty: Moderate

15. Which of the following are basic steps to achieving strategic fit?

- a. Understanding the customer and supply uncertainty.
- b. Understanding the supply chain capabilities.
- c. Achieving strategic fit.
- d. All of the above are basic steps to achieving strategic fit.
- e. None of the above are a basic step to achieving strategic fit.

Answer: d

Difficulty: Moderate

16. Which of the following is not a basic step to achieving strategic fit?

- a. Achieving strategic fit.
- b. Understanding the supply chain capabilities.
- c. Determining the response time that customers are willing to tolerate.
- d. Understanding the customer and supply uncertainty.
- e. none of the above

Answer: c

Difficulty: Moderate

17. Customer demand from different segments varies along which of the following attributes?

- a. The quantity of product needed in each lot.
- b. The response time that customers are willing to tolerate.
- c. The variety of products needed.
- d. The service level required.

e. all of the above

Answer: e

Difficulty: Easy

18. Which of the following is not an attribute along which customer demand varies?

- a. The uniqueness of the product.
- b. The quantity of product needed in each lot.
- c. The variety of products needed.
- d. The desired rate of innovation in the product.
- e. All of the above are attributes.

Answer: a

Difficulty: Moderate

19. The uncertainty of customer demand for a product is the

- a. rate of strategic uncertainty.

- b. demand uncertainty.
- c. implied demand uncertainty.
- d. average forecast error.
- e. none of the above

Answer: b

Difficulty: Moderate

20. The uncertainty that exists due to the portion of demand that the supply chain is required to meet is the

- a. rate of strategic uncertainty.
- b. demand uncertainty.
- c. implied demand uncertainty.
- d. average forecast error.
- e. none of the above

Answer: c

Difficulty: Moderate

21. Which of the following customer needs will cause implied uncertainty of demand to increase?

- a. Range of quantity required increases
- b. Lead time decreases
- c. Variety of products required increases
- d. Required service level increases
- e. all of the above

Answer: e

Difficulty: Easy

22. Which of the following customer needs will cause implied uncertainty of demand to decrease?

- a. Range of quantity required increases
- b. Lead time decreases

- c. Variety of products required increases
- d. Required service level increases
- e. none of the above

Answer: e

Difficulty: Moderate

23. Which of the following customer needs will cause implied uncertainty of demand to increase?

- a. Product margin
- b. Lead time decreases
- c. Average stockout rate
- d. Average forced season end markdown
- e. none of the above

Answer: b

Difficulty: Moderate

24. Which of the following characteristics of customer demand have a correlation

with implied uncertainty?

- a. Product margin
- b. Average forecast error
- c. Average stockout rate
- d. Average forced season end markdown
- e. all of the above

Answer: e

Difficulty: Moderate

25. Which of the following is not a characteristic of customer demand correlated

with implied uncertainty?

- a. Product margin
- b. Unpredictable and low yields
- c. Average stockout rate

- d. Average forced season end markdown
- e. None of the above are correlated with implied uncertainty

Answer: b

Difficulty: Moderate

26. Which of the following supply chain capabilities will cause supply uncertainty to increase?

- a. Frequent breakdowns
- b. Unpredictable and low yields
- c. Poor quality
- d. Limited supply capacity
- e. all of the above

Answer: e

Difficulty: Easy

27. Which of the following supply chain capabilities will cause supply uncertainty

to increase?

- a. Evolving production process
- b. Inflexible supply capacity
- c. Limited supply capacity
- d. Unpredictable and low yields
- e. all of the above

Answer: e

Difficulty: Easy

28. Which of the following supply chain capabilities will cause supply uncertainty

to decrease?

- a. Evolving production process
- b. Inflexible supply capacity
- c. Limited supply capacity

d. Unpredictable and low yields

e. none of the above

Answer: e

Difficulty: Moderate

29. Which of the following is a supply chain capability that will impact supply uncertainty?

a. Evolving production process

b. Inflexible supply capacity

c. Limited supply capacity

d. Product margin

e. Unpredictable and low yields

Answer: d

Difficulty: Moderate

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