

One reason for global operations is to gain improvements in the supply chain.

True

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One reason to globalize is to learn to improve operations.

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To attract and retain global talent, and to expand a product's life cycle, are both reasons to globalize.

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An organization's strategy is its purpose or rationale for an organization's existence.

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Operations strategies are implemented in the same way in all types of organizations.

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Low-cost leadership is the ability to distinguish the offerings of the organization in any way that the customer perceives as adding value.

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Cost cutting in international operations can take place because of

- a. lower taxes and tariffs
- b. lower wage scales
- c. lower indirect labor costs
- d. less stringent regulations
- e. all of the above

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1. Which of the following is **true** about business strategies?
 - a. An organization should stick with its strategy for the life of the business.
 - b. All firms within an industry will adopt the same strategy.
 - c. Well defined missions make strategy development much easier.
 - d. Strategies are formulated independently of SWOT analysis.
 - e. Organizational strategies depend on operations strategies.

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Which of the following activities takes place once the mission has been developed?

- a. The firm develops alternative or back-up missions in case the original mission fails.
- b. The functional areas develop their functional area strategies.
- c. The functional areas develop their supporting missions.
- d. The ten OM decision areas are prioritized.
- e. Operational tactics are developed.

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1. Which of the following statements about organizational missions is **false**?
 - a. They reflect a company's purpose.
 - b. They indicate what a company intends to contribute to society.
 - c. They are formulated after strategies are known.
 - d. They define a company's reason for existence.
 - e. They provide guidance for functional area missions.

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Which of the following is **true**?

- a. Corporate mission is shaped by functional strategies.
- b. Corporate strategy is shaped by functional strategies.
- c. Functional strategies are shaped by corporate strategy.
- d. External conditions are shaped by corporate mission.
- e. Functional area missions are merged to become the organizational mission.

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According to the authors, which of the following strategic concepts allow firms to achieve their missions?

- a. productivity, efficiency, and quality leadership
- b. differentiation, cost leadership, and quick response
- c. differentiation, quality leadership, and quick response
- d. distinctive competency, cost leadership, and experience
- e. differentiation, distinctive competency, quality leadership, and capacity

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Which of the following is an example of competing on quick response?

- a. A firm produces its product with less raw material waste than its competitors.
- b. A firm offers more reliable products than its competitors.
- c. A firm's products are introduced into the market faster than its competitors.
- d. A firm's research and development department generates many ideas for new products.
- e. A firm advertises more than its competitors

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Response-based competitive advantage can be

- a. flexible response
- b. reliable response
- c. quick response
- d. all of the above
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Which of the following is **not** an operations strategic decision?

- a. maintenance
- b. price
- c. layout design
- d. quality
- e. inventory

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The Ten Critical Decisions of Operations Management include

- a. Layout design
- b. Maintenance
- c. Process and capacity design
- d. Quality management
- e. all of the above

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The Ten Critical Decisions of Operations Management include

- a. Finance/accounting
- b. Hiring
- c. Process and capacity design
- d. Pricing
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Problem

Operations managers are called upon to support the organization's strategy. OM does this with some combination of one of three strategies. What are these three strategies?

OM managers support the firm's strategy by achieving a competitive advantage through some combination of differentiation, low-cost leadership, and response.