

*Test Bank for Managing
Quality-Integrating the Supply Chain
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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

- 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

- 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

- 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

- 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

- 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

- 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