

# Manufacturing Strategy, TEK 195

## Written exam

Date: Thursday 2010-01-14

Time: 14.00 – 18.00

Location: V-building

Students are permitted to use a dictionary.

Questions will be answered by Mats Winroth at 15:30, otherwise he can be reached on 0761257053

The exam will give a maximum of 50 points and consists of 2 different parts:

1. *Multiple choice questions – maximum of 15 points.*

This part contains 15 questions, each of which will give 1 point for the right answer. **Note** that the **wrong** answer will result in a **reduction** of 0,5 points, so do not guess in case you are uncertain of the answer.

Please give your answer by marking the correct alternative in this document. Note that you can never have less than 0 on this part of the exam.

2. *Literature questions – maximum of 35 points.*

This part contains 7 questions on the literature. Each question gives a maximum of 5 points. You are **not** supposed to use **more space** than allocated to answer these questions.

Name:

## Part 1 – Multiple choice questions

- 1) Which of these criterias is an advantage when a service activity is to be outsourced?
  - a. Locally integrated service function
  - b. Constantly changing task
  - c. Task that is easy to measure
  - d. Task requiring personal relationships
  
- 2) What aspect is not a part of supply network aspects of operation s strategy?
  - a. Network behavior
  - b. Supplier development
  - c. Manufacturing technology
  - d. Vertical integration
  
- 3) Which are the decision areas we normally use for categorizing the resource dimension in any operations strategy analysis?
  - a. Capacity, process technology, product development, outsourcing
  - b. Organization and development, Process technology, supply networks, capacity
  - c. Vertical integration, Supply chain dynamics, Order winners, product development
  - d. Capacity, Supply networks, Flexibility, Improvement
  
- 4) Which of the following is not a performance objective in the Operation strategy Matrix?
  - a. Quality
  - b. Flexibility
  - c. Development
  - d. Cost
  
- 5) Which dimensions can best be used to describe the main differences between operations strategy and operations management?
  - a. Technology, management, leadership
  - b. Capacity, supply chain, process technology, organization
  - c. Level of aggregation, level of abstraction Time-scale, level of analysis,
  - d. Service, manufacturing, outsourcing, customers

- 6) What is the best way to describe a process in operations strategy.
- A number of similar machines.
  - A chain of activities leading to a result.
  - The internal mission and goals of each department.
  - A formalized work description for a task.
- 7) Which statement is correct regarding order winners, when discussing performance objectives.
- An order winner is the first factor listed, followed by less important ones.
  - An order winner is a factor that is vital to win an order.
  - An order winner is a factor that is necessary but not enough to win an order.
  - An order winner is a factor that is important only for internal purposes.
- 8) Which of the following is not an advantage associated with operations focus?
- Developing appropriate resources
  - Flexibility in coping with different requirements
  - Enhanced learning and improvement
  - Clarity of performance objectives
- 9) Which of the following statements does not describe a heavy-weight product development team?
- The team leader assign personnel to the development team as needed
  - Team members work part-time in the development team
  - The team leader retain primary responsibility for the development project
  - Team members report to their functional managers
- 10) Which of the following statements is not in line with the ideas behind the “value net” model?
- Competitors enable customers to value your product more when customers have their product.
  - Putting cost pressure on suppliers is not the right way to create value in the supply network

- c. Complementors make customers value your product more when customers have their product.
- d. All players in a supply network may be both friends and enemies at the same time.

11) Which of the following is typically a perspective addressed in a balanced scorecard?

- a. Innovation and learning perspective
- b. Control perspective
- c. International business perspective
- d. Network perspective

12) Which of the following is, according to Slack and Lewis, a resource objective for organizational design?

- a. Be able to service a range of market positions
- b. Be able to achieve an efficient operation
- c. Be able to provide flexible response
- d. Be able to create networks across organisational boundaries

13) A trade-off is a decision that

- a) is related to merchandize
- b) entirely fulfills the strategic objectives
- c) deals with stock optimization
- d) includes two or more contradictory objectives

14) The four levels of contribution from production according to Hayes and Wheelwright are

- a) Infant, child, youth, and grown-up
- b) Minor, medium, good, and best
- c) Infant, neutral, adult, and world-class
- d) Undeveloped, developed, well-developed, and leading

15) Which of these decision criteria is **not** an infrastructural decision?

- a) Human resources
- b) Quality management
- c) Capacity
- d) Organizational structure







