Module 2 Exam – Cover Sheet

Instructions

- This is an exam. Do not talk.
- Your books, notes, and electronic devices must be put completely away, out of sight.
- **Do not open the exam** until you are told to begin.
- Once you leave the exam room, you may not return. No bathroom or other breaks during the exam.
- Turn in your Scantron in the folder for your Discussion Section number.
- Keep the questions when you leave.
- If you do not have a Scantron form/pencil, take your seat, raise your hand and wait with your $10
- Any contravention of these instructions will lead to your ejection from the exam with zero points
- While you are waiting to begin, enter the following information on your Scantron:

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<tr>
<th>LINE:</th>
<th>INFO TO ENTER:</th>
<th>EXPLANATION:</th>
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<td>LAST, First, Middle</td>
<td>Make sure your family name comes first</td>
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<td>Subject:</td>
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<td>Your Student ID Number</td>
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<td>Test No.:</td>
<td>A, B, C, or D</td>
<td>This is your test version – you won’t know this until end of the test</td>
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<td>101, 102, 103, etc.</td>
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<tr>
<td>101</td>
<td>Tu 8-9A</td>
<td>Josie Sullivan</td>
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<td>102</td>
<td>Tu 9-10A</td>
<td>Josie Sullivan</td>
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<td>Andrea Soto</td>
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<td>Tu 2-3P</td>
<td>Akshay Yadav</td>
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<td>120</td>
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<td>Akshay Yadav</td>
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Provide the best answer to the following questions:

1. **Amazon** defined four competitive priorities in order to compete against Wal-Mart, Target and Best Buy. Which of the following is NOT one of these priorities:
   a. Delivery speed
   b. Quality at source
   c. Customization
   d. Low Cost operations

2. Which of the following expressions is used to calculate Inventory Turnover?
   a. Number of units divided by their dollar value
   b. Annual sales (at cost) divided by the average aggregate inventory value
   c. Average aggregate inventory value divided by weekly sales (at cost)
   d. Average aggregate inventory value divided by monthly sales (at cost)

3. According to the article, What is the Right Supply Chain for your Product?, which one of the following characteristics are NOT part of FUNCTIONAL products?
   a. Demand is quite unpredictable
   b. Profit margins for functional products are smaller than profit margins for innovative products
   c. Stock-outs for functional products are smaller than stock-outs for innovative products
   d. Technology can help to improve inventory management

4. CSR stands for:
   a. Customer Social Responsibility
   b. Corporate Social Responsibility
   c. Customer and Supplier Responsibility
   d. Customer and Supplier Response

5. Which of the following was NOT identified as one of the driving forces for CSR?
   a. Growing affluence
   b. Ecological sustainability
   c. Growing NGO standards
   d. Brand recognition and image
6. Which of the following was NOT identified as one of components that are essential to defining strategic CSR?
   a. Incorporate a CSR perspective within their strategic planning process
   b. Focus on actions that are directly related to core operations
   c. Incorporate a stakeholder’s perspective
   d. Increase participation with NGOs

7. According to the article “Strategy and Society” sustainability emphasizes environment and community stewardship. The definition of sustainability was probably first presented in 1980 as:
   a. Meeting the needs of the present without compromising the ability of future generations to meet their own needs.
   b. Acting reasonable toward the environment
   c. Measure the carrying capacity of ecosystems and measure the value of human activities
   d. Build a fair society and a better environment

8. Which of the following is NOT a dimension of customer contact in service processes?
   a. Physical presence
   b. Contact intensity
   c. Method of delivery
   d. Front office

9. Which is following best describes the relative customization and volume level of a continuous process?
   a. High volumes and high customization
   b. Low volumes and high customization
   c. High volume and high standardization
   d. Low volumes and high standardization

10. Which of the following statements best describes the concept of Strategic Fit, SF?
    a. SF expresses the degree to which an organization is matching its resources and capabilities with opportunities in the external environment
    b. SF expresses the degree to which an organization adjusts to market trends
    c. SF expresses the array of operations, marketing and financial strategies.
    d. SF expresses the alignment between suppliers, producers and vendors.
11. According to the article, *What is Strategy?*, strategy is the creation of a unique and valuable position, involving a different set of activities. It emerges from three distinct sources. Which of the following is NOT one of these sources:
   a. Serving few needs of many customers
   b. Serving broad needs of few customers
   c. Serving broad needs of many customers in a narrow market
   d. Serving few needs of few customers in a narrow market

12. According to the article *What is Strategy?*, which one of these types of positioning is NOT one of the three different origins of strategic positions.
   a. Variety based positioning
   b. Finance based positioning
   c. Needs based positioning
   d. Access based positioning

13. Which of the following does NOT correspond to one of the five stages of CSR learning?
   a. Compliance (to do the minimum required)
   b. Philanthropic (to offer funds to support projects)
   c. Strategic (to embed CSR within the strategy planning process)
   d. Civil (to promote CSR practices industry-wide)

14. Amazon’s low prices are supported by low cost operations. Which if the following is not mentioned as one of business decisions that supports the goal of low costs for Amazon?
   a. High selling volumes help Amazon to get discount prices from their suppliers
   b. A carefully designed supply chain with logistics in mind, which includes the use of its own fleet in some of its major markets.
   c. Strategic locations for fast delivery and low inventory levels
   d. Capital intensive processes at their distribution center with almost no human intervention

15. Which of the following statements regarding a process is NOT true?
   a. A process can have its own set of objectives
   b. A process involves a work flow that can cut across departmental boundaries
   c. A process does not involve a repeatable operation
   d. A process requires resources from several departments
16. A nested process refers to:
   a. The concept of a group of external processes
   b. The concept of a separately identifiable process
   c. The concept of a process within a process
   d. The concept of processes associated to services

17. Regardless of how departments like Accounting, Engineering, Finance, and Marketing function in an organization, they are all linked together through:
   a. management.
   b. processes.
   c. customers.
   d. stakeholders.

18. Which of the following is an example of a nested process?
   a. At the start of the new semester, a student first pays tuition and then goes to the bookstore.
   b. A customer service representative verifies a caller's account information.
   c. A candidate's intent to graduate is checked for financial debt by the Financial aid office and for degree requirements by their School Advising committee before their diploma can be printed.
   d. A stockbroker calls a client and advises her to sell silver short.

19. In response to social and political moves to discourage cigarette smoking, major cigarette manufacturers have had to diversify into other products. Identifying those pressures against smoking is an example of:
   a. environmental scanning.
   b. market segmentation.
   c. flow strategy.
   d. mission statement development.

20. Core competencies are:
   a. product or service attributes that represent the needs of a particular market segment.
   b. another name for competitive priorities.
   c. various flow strategies.
   d. the unique resources and strengths that management considers when formulating strategy.
21. Admission to the prestigious school had become so competitive that a high GPA is no longer enough to separate one fresh-faced high school student from another. Today's outstanding candidate must also demonstrate their involvement in a myriad of extracurricular activities in order to be admitted. It seems that good grades are now:
   a. the voice of the engineer.
   b. order qualifiers.
   c. order winners.
   d. the voice of the customer.

22. Front offices typically emphasize:
   a. low cost operations and on-time delivery.
   b. top quality and customization.
   c. on-time delivery and standardization.
   d. top quality and low cost operations.

23. Under which one of the following environments would you opt for a higher degree of resource flexibility?
   a. a firm using a flexible flow strategy
   b. a firm facing a stable demand
   c. a firm using a line flow strategy
   d. a firm producing only one product

24. A firm that chooses to compete based on delivery speed and variety would most likely have:
   a. a make-to-order production and inventory strategy.
   b. an assemble-to-order production and inventory strategy.
   c. a make-to-stock production and inventory strategy.
   d. an engineer-to-order production and inventory strategy.

25. Higher volume in a process is generally associated with:
   a. more resource flexibility.
   b. more capital intensity.
   c. greater customer involvement.
   d. high levels of customization.

26. A company decides to adopt and implement a large batch, line, or continuous-flow process most likely because of the following competitive priority:
   a. low-cost operations.
   b. top quality.
   c. flexibility.
   d. on-time delivery.
This figure represents the impact of supply chain performance on total costs. Use it to answer the next question. Observe that the ‘Y’ axis represents Total Costs and the ‘X’ axis represents Supply Chain Performance.

27. Refer to the figure above. The movement from point A to point B indicates the:
   a. increase in time it takes for your firm to deliver goods and services.
   b. decrease in time it takes for your firm to deliver goods and services.
   c. increase in cost.
   d. decrease in cost.

28. In the article “Disrupt and Delight” by BBMG, which of the following statements is NOT part of the fundamental questions that emerge:
   a. How might we design new business models driven by more than just consumption?
   b. How does sustainable innovation fulfills all consumer expectations?
   c. How might we re-invent whole systems in ways that make the limits of the status quo obsolete?
   d. How might we create more happiness and a better quality of life for more people even as our economy shifts to meet nature’s limits?

29. According to the article, Strategy and Society, the following is NOT an example of Looking Inside Out to understand the effect of business operations to society and the environment:
   a. Presence of clusters instead of isolated industries
   b. Green procurement practices
   c. Work safety and labor conditions
   d. Reduce packaging of finished goods
30. In the article “Disrupt and Delight” by BBMG, which of the following statements is NOT part of their three steps to sustainable brand innovation?
   a. Embed sustainability
   b. Partner with large and credible non-government organizations
   c. Inspire co-creativity
   d. Unleash shared value

31. A firm may choose to use members of the distribution channel as if they were assembly stations in the factory. Such an approach is known as:
   a. backward integration.
   b. postponement.
   c. channel assembly.
   d. deferred delay.

32. Which of the following factors is NOT a key motivator that drives consumers toward sustainability:
   a. Personal protection
   b. Cost
   c. Status
   d. Standards

33. Which of the following is NOT a principle of Sustainable Brand Innovation?
   a. Be Playful
   b. Design for reuse
   c. Design Holistically
   d. Create Collaboratively

34. The following are examples of supply chain process examples in operations except
   a. Outsourcing
   b. Warehousing
   c. Customer service
   d. Weeks of supply

35. Which location shift would qualify as centralized placement?
   a. from the wholesaler to the manufacturer
   b. from the wholesaler to the retailer
   c. from the manufacturer to retailer
   d. from the distribution center to the retailer
36. A group of four staff members process 160 applications per week. They work 8 hours per day, 5 days per week. Calculate the labor productivity.
   a. 1 application per hour
   b. 256 policies per hour
   c. 100 policies per hour
   d. 4 applications per hour

37. I have carefully checked my Scantron. My Section number is correctly shown and I have checked that my name is written in the Registrar’s form, last name first.
   a. Yes
   b. No

38. This is version “A”: fill in the “A” bubble for this question and write the letter “A” up in the identification block of your Scantron.