

202223 BACHELOR IN BUSINESS ADMINISTRATION OPERATIONS MANAGEMENT. CONTINUOUS EVALUATION EXERCISE - LESSON 3 + LESSON 6 Group: OR LECTURER: Emilio Camarena

Name: _____ **Date:** _____

Please mark the option you believe to be correct – there is only one correct answer per question. Each correct answer will be credited with 0.5 points, and each wrong answer will result in a deduction of 0.25. The total rating of the exam is 10 points.

- 1) The Italian Food Pizzeria has three types of pizza dough (thick, normal, and thin) and ten ingredients, in addition to two bases (one tomato and one cheese) to top the dough. As a result, customers can be offered a wide combination of options. Its strategy is based on:
 - a) Automation and delay of customisation.
 - b) Modularisation and personalisation (customisation) of the product.
 - c) Interaction with the customer in the so-called 'moment of truth'.
- 2) Time-based competence focuses on:
 - a) Reducing the product life cycle.
 - b) Designing and introducing new products into the market more quickly than competitors.
 - c) Reviewing successful products in the production stage.
- 3) The fish restaurant chain 'El pescador feliz' invested in two boats that fish exclusively for the chain off the coast of Valencia, and the chain buys all the fish caught daily. For this chain, the product of the fishing is:
 - a) A leveraged product, and highly important purchases.
 - b) A star product, as it is the core of the chain's sales.
 - c) A strategic product, as it is important to the chain and may have supply problems.
- 4) The technology company SistemSpain and the Korean company Iteck form a third company in which they share knowledge in the development, manufacture, and distribution of a new computer chip. This type of strategic collaboration is called a:
 - a) External acquisition of technology.
 - b) Joint venture.
 - c) Strategic alliance.
- 5) Which statement is true regarding the life cycle of products?
 - a) Product life cycles tend to become longer to allow time to recover the investments made in the introduction and growth stage.
 - b) By shortening the life cycle of products, the participating companies must plan to obtain performance quickly before the end of the maturity period and declining sales revenue.
 - c) As product life cycles become longer, they enable both the company that created the product and the followers to have a sufficient market share to benefit all the participating companies.
- 6) Tangible products – goods – are mainly characterised by:
 - a) Being manufactured and consumed simultaneously.
 - b) Being easy to standardise and with manufacture and consumption coinciding in time.
 - c) Being easy to automate production and with the possibility of resale.
- 7) A company has embarked in an organisational change to introduce robust design in its R+D department. The consequence of this will be:
 - a) New products are designed in a way that minor changes in their manufacture will not have negative effects on manufacturing.
 - b) New products will be more consistent and able to work in extreme conditions.
 - c) New products will be able to withstand abuse in their use.
- 8) A bicycle manufacturing company decides to build up its 'strategic decoupling inventory' in the assembly phase. Point out the correct statement:
 - a) The manufacturing phase (prior to assembly) will be 'against orders'.
 - b) The manufacturing phase (prior to assembly) will be 'against stock'.
 - c) The manufacturing phase (prior to assembly) will be with a batch manufacturing system.
- 9) The provision of services is characterised by:
 - a) Little interaction with the client and temporal separation between production and consumption.
 - b) Ease of resale and return.
 - c) Temporal coincidence between production and consumption, and difficulty in measuring quality.
- 10) The GardenTech company has specialised in the design of garden tools for intensive work, and so the tools are reinforced to give many years of service. The company uses a multi-departmental approach to design and sophisticated computer programs for design and production at its Sagunto factory. Point out the incorrect option that defines its design approach:
 - a) CAD-CAM techniques.
 - b) Concurrent engineering.
 - c) Robust design.

- 11) The winery CampoMancha has introduced in the market the first model of a square table wine bottle. According to its manager, this bottle 'will facilitate the transport of empty bottles from our customers to our winery for disinfecting and refilling them, thus saving the equivalent of 200,000 liters of diesel fuel per year in the production of new bottles'. This is an initiative related to (please mark the incorrect option):
- Increased efficiency in product transport.
 - It is a marketing initiative aimed at increasing the company's visibility.
 - Reverse logistics of the company's products.
- 12) When in the design and development of new products/services, all the departments and even the suppliers and distributors that participate in the process (marketing, R&D, engineering, purchasing, manufacturing, distribution) intervene jointly, we are referring to:
- Concurrent engineering.
 - Deployment of the quality function.
 - Design, manufacturing, and computer-aided engineering.
- 13) The specialty is paella at Arroquito's Restaurant. Every day it has two paellas on the menu (at a price of €12.50 /portion) and no reservations are required. In addition, it offers a menu with 20 different types of paellas and rice dishes, and waiting time is 30 minutes. Regarding the uncoupling inventory, we can state:
- For both types of paella, the uncoupling inventory is in the raw materials.
 - For the menu-of-the-day paella the uncoupling inventory is in the cooked dish, and it is in the broth for the à la carte paella.
 - For both types of paella, the uncoupling inventory is in the cooked dish.
- 14) For the Azulea SL ceramic company, clay is a key element in the production process. Its cost is low, but it buys a large volume from different suppliers and it is vital to keep the product cost stabilised. The most appropriate purchasing policy for this product would be:
- Develop strategic alliances or even a joint venture with an exclusive supplier.
 - Implement a short-term auction mechanism.
 - Develop medium-term contracts with a preferred supplier.
- 15) Consider two companies: Nissei Inc, a manufacturer of sophisticated medical equipment, and Suntory Beer, a brewer. Indicate how these two companies would respond to the 'centralisation vs. responsiveness' dilemma:
- Nissei would disperse factories and warehouses, while Suntory would concentrate them.
 - Nissei would produce large batches of product, while Suntory would prioritise responsiveness.
 - Nissei would use fewer factories and centralise warehouses, while Suntory would disperse production plants and warehouses.
- 16) In a ladies' hairdressing saloon, hair is washed by an intern student, and then experienced staff cut and dye the hair. Which design techniques have been used?
- Differentiation and delay in customisation.
 - Modular design and automation.
 - Modularisation of service and delay in customisation.
- 17) A Valencian restaurant specialised in Kobe meat with denomination of origin from Japan, uses the only authorised Spanish importer of this meat as its supplier. According to the Kraljic Matrix, the Kobe meat is:
- A bottleneck product.
 - A strategic product.
 - A leveraged product.
- 18) La Cigala seafood restaurant has Galician lobster with sea urchin sauce as its star product. This dish is ordered by 90% of users. The owners of the seafood restaurant go daily to Mercavalencia (a wholesale food market in Valencia) where a large number of Galician seafood suppliers are concentrated. According to Kraljic's matrix, Galician lobster and sea urchin products are classified as:
- Leveraged products.
 - Bottleneck products.
 - Strategic products.
- 19) Arrowsmith Inc, a retail firm, has introduced some changes in its SCM. In some product families, items will be sent directly from suppliers to customers, suppliers will be governed by yearly purchase orders and their invoices will be paid online. Which opportunities has Arrowsmith Inc followed?
- Drop shipping and open orders.
 - Vendor-managed inventory and electronic fund transfer.
 - Drop shipping and accurate pull data.
- 20) An American firm named Retail Unlimited has introduced a novel system for fulfilling customer orders. Orders will be sent to their suppliers, who will deliver them out of their stock. Retail Unlimited has trimmed its previously expanding product portfolio to increase efficiency. Which opportunities has the firm exploited?
- Drop shipping and standardisation.
 - Vendor-managed inventory and drop shipping.
 - Collaborative planning, forecasting, replenishment, and standardisation.