

***Managing Quality: Integrating the Supply Chain, 6e, Global Edition (Foster)***  
**Chapter 1 Differing Perspectives on Quality**

1) Which of the following is not one of Garvin's eight quality dimensions?

- A) reliability
- B) performance
- C) conformance
- D) aesthetics
- E) efficiency

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.1: Recognize that different dimensions of quality exist.

AACSB: Application of Knowledge

Type: Concept

2) Which of the following is not one of Parasuraman, Zeithamel, and Berry's dimensions of service quality?

- A) tangibles
- B) service reliability
- C) contiguity
- D) responsiveness
- E) assurance

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.1: Recognize that different dimensions of quality exist.

AACSB: Application of Knowledge

Type: Concept

3) Why is service quality more difficult to define than product quality?

Answer: While services and production share many attributes, services have more diverse quality attributes than products. For example, a product like a personal computer is typically evaluated on its merits, and it makes little difference to the user whether the person that assembled the computer was in a bad mood. Service settings are more complex; thus quality is more difficult to define. A customer of a restaurant, for example, evaluates the quality of the restaurant not only on the merits of the food, but also on the demeanor of the employees, the speed of the service, the location of the restaurant, the pleasantness of the surroundings, and so forth.

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.1: Recognize that different dimensions of quality exist.

AACSB: Application of Knowledge

Type: Application

4) \_\_\_\_\_ refers to the efficiency with which a product achieves its intended purpose.

- A) Performance
- B) Features
- C) Reliability
- D) Conformance
- E) Serviceability

Answer: A

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

5) Which of Garvin's dimensions of quality include the "bells and whistles" contained in products?

- A) performance
- B) conformance
- C) features
- D) aesthetics
- E) perceived quality

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

6) \_\_\_\_\_ refers to the propensity for a product to perform consistently over its useful design life.

- A) Conformance
- B) Durability
- C) Perceived quality
- D) Reliability
- E) Serviceability

Answer: D

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

7) Which of the following is the most traditional dimension of quality?

- A) durability
- B) reliability
- C) features
- D) performance
- E) conformance

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

8) \_\_\_\_\_ is the degree to which a product tolerates stress or trauma without failing.

- A) Serviceability
- B) Conformance
- C) Durability
- D) Performance
- E) Reliability

Answer: C

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

9) \_\_\_\_\_ is the ease of repair for a product.

- A) Durability
- B) Reliability
- C) Conformance
- D) Contiguity
- E) Serviceability

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

10) \_\_\_\_\_ are subjective sensory characteristics such as taste, feel, sound, look, and smell.

- A) Intangibles
- B) Logistics
- C) Aesthetics
- D) Tangibles
- E) Features

Answer: C

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

11) \_\_\_\_\_ is based on customers' opinion of products and services.

- A) Conformance
- B) Aesthetics
- C) Durability
- D) Performance
- E) Perceived quality

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

12) Which of the following choices correctly matches one of Garvin's dimensions of quality with its definition?

- A) reliability—refers to the efficiency with which a product achieves its intended purpose
- B) serviceability—the ease of repair of a product
- C) conformance—the degree to which a product tolerates stress or trauma without failing
- D) performance—subjective sensory characteristics such as taste, feel, sound, look, and smell
- E) aesthetics—refers to the propensity for a product to perform consistently over its useful design life

Answer: B

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

13) In the context of service quality, \_\_\_\_\_ include the physical appearance of the service facility, the equipment, the personnel, and the communication materials.

- A) intangibles
- B) logistics
- C) features
- D) tangibles
- E) aesthetics

Answer: D

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

14) If you select a physician based solely on reputation, you are basing your decision on which of the following dimensions of service quality?

- A) responsiveness
- B) empathy
- C) service reliability
- D) assurance
- E) tangibles

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Application

15) \_\_\_\_\_ is the willingness of the service provider to be helpful and prompt in providing service.

- A) Assurance
- B) Service reliability
- C) Responsiveness
- D) Empathy
- E) Conformance

Answer: C

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

16) Which dimension of service quality refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence?

- A) empathy
- B) service reliability
- C) tangibles
- D) responsiveness
- E) assurance

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

17) A service provider that consistently provides caring, individualized attention to its customers would score high on the \_\_\_\_\_ dimension of service quality.

- A) assurance
- B) responsiveness
- C) tangibles
- D) service reliability
- E) empathy

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Application

18) Performance refers to the efficiency with which a product achieves its intended purpose.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

19) Reliability is perhaps the most traditional dimension of quality.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

20) The advantage of the conformance definition of quality for products is that it is easily quantified.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

21) Conformance is the degree to which a product tolerates stress or trauma without failing.

Answer: FALSE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

22) Aesthetics are subjective sensory characteristics such as taste, feel, sound, look, and smell.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

23) Services have more diverse quality attributes than products.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

24) High customer involvement plays a major role in the determination of service quality.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

25) Service reliability differs from product reliability in that it relates to the ability of the service provider to perform the promised service dependably and accurately.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

26) Responsiveness is the willingness of the service provider to be helpful and prompt in providing service.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

27) Empathy refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence.

Answer: FALSE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Concept

28) Why are cross-functional teams becoming more common? What difficulties do they experience?

Answer: The supply chain encompasses many differing functions and processes. It includes all of the core activities from the raw materials stage to after-sale service. To execute all of these processes correctly, it is important to integrate differing functions, expertise, and dimensions of quality. This need for integration increases the requirement for flexible, cross-functional problem solving, and employees who can adapt to rapidly changing markets.

Communications is a major issue for cross-functional teams. Typically, organizations do not have very effective networks of cross-functional communication. Concurrent engineering requires cross-functional teams.

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.2: Be able to discuss the quality dimensions.

AACSB: Application of Knowledge

Type: Application

29) Experience with cross-functional teams has been difficult for many firms due to \_\_\_\_\_.

- A) poor communication skills
- B) lack of quality training
- C) increasing redundancy
- D) differing corporate goals
- E) increasing inflexibility

Answer: A

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

30) \_\_\_\_\_ include all of those activities involving interaction with suppliers.

- A) Inbound logistics
- B) Core process activities
- C) Outbound logistics
- D) Upstream activities
- E) Downstream activities

Answer: D

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

31) Which of the following is an upstream activity in supply chain management?

- A) value stream mapping
- B) Six Sigma
- C) customer support
- D) international sourcing
- E) shipping and logistics

Answer: D

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

32) \_\_\_\_\_ include traditional process improvement as well as value stream mapping.

- A) Core process activities
- B) Upstream activities
- C) Inbound logistics
- D) Downstream activities
- E) Outbound logistics

Answer: A

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

33) Which of the following is a core process activity in supply chain management?

- A) shipping and logistics
- B) acceptance sampling
- C) value stream mapping
- D) supplier qualification
- E) customer support

Answer: C

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

34) \_\_\_\_\_ involves analyzing processes from a systems perspective such that upstream and downstream effects of core process changes can be evaluated.

- A) Six Sigma
- B) Acceptance sampling
- C) Concurrent engineering
- D) International sourcing
- E) Value stream mapping

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

35) \_\_\_\_\_ include customer support and focusing on delivery reliability.

- A) Inbound logistics
- B) Downstream activities
- C) Core process activities
- D) Upstream activities
- E) Outbound logistics

Answer: B

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

36) Which of the following is a downstream activity in supply chain management?

- A) supplier qualification
- B) supplier development
- C) acceptance sampling
- D) international sourcing
- E) customer support

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

37) From an engineering perspective, engineers are primarily interested in \_\_\_\_\_.

- A) applying mathematical problem-solving skills and models to the problems of business and industry
- B) taking a strategic management approach to solving problems
- C) focusing on the perceived quality of products and services
- D) ordering new machinery and updating the current machinery to the latest technology
- E) training the workforce to develop and utilize its full potential to meet the company's objectives

Answer: A

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

38) Two of the major emphases in engineering are the areas of \_\_\_\_\_.

- A) manufacturing excellence and long-term planning
- B) product design and process design
- C) employee empowerment and workforce training
- D) supplier development and consumer growth
- E) marketing and sales

Answer: B

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

39) All the activities associated with developing a product from concept development to final design and implementation are known as \_\_\_\_\_.

- A) process design engineering
- B) life testing
- C) simultaneous engineering
- D) product design engineering
- E) concurrent design engineering

Answer: D

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

40) \_\_\_\_\_ engineering has resulted in the simultaneous performance of product and process design activities.

- A) Stepwise
- B) Progressive
- C) Incremental
- D) Concurrent
- E) Discrete

Answer: D

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

41) The facet of reliability engineering that determines whether a product will fail under controlled conditions during a specified life is referred to as \_\_\_\_\_.

- A) life testing
- B) reengineering
- C) concurrent prototyping
- D) value stream mapping
- E) statistical process control

Answer: A

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

42) If a component has a relatively high probability for failure that will affect the overall function of a product, then \_\_\_\_\_ is applied so that a backup system can take over for the failed primary system.

- A) redundancy
- B) life testing
- C) concurrent engineering
- D) statistical process control
- E) value stream mapping

Answer: A

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Application

43) Statistical process control is associated with which of the following perspectives of quality?

- A) operations
- B) marketing
- C) human resources
- D) engineering
- E) strategic management

Answer: D

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

44) \_\_\_\_\_ is an engineering-related contribution to quality management that is concerned with monitoring process capability and process stability.

- A) Reengineering
- B) Statistical process control
- C) Redundancy testing
- D) Concurrent engineering
- E) Life testing

Answer: B

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

45) During statistical process control, if a process is \_\_\_\_\_ it will consistently produce products that meet specification.

- A) redundant
- B) unstable
- C) capable
- D) stable
- E) concurrent

Answer: C

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

46) During statistical process control, if a process is \_\_\_\_\_ it will only exhibit random or common cause variation instead of nonrandom special cause variation.

- A) redundant
- B) unstable
- C) capable
- D) stable
- E) concurrent

Answer: D

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

47) The \_\_\_\_\_ perspective on quality is technically oriented, focusing on statistics and technical specification that are needed to produce high-quality products.

- A) marketing
- B) operations
- C) engineering
- D) strategic management
- E) financial

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Application

48) The operations management view of quality is rooted in the \_\_\_\_\_ approach.

- A) strategic management
- B) marketing
- C) finance
- D) engineering
- E) human resource

Answer: D

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

49) \_\_\_\_\_ was the first functional field of management to adopt quality as its own.

- A) Engineering
- B) Marketing
- C) Human resources
- D) Finance
- E) Operations

Answer: E

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

50) The systems view is associated with which of the following perspectives of quality?

- A) operations
- B) engineering
- C) marketing
- D) strategic management
- E) financial

Answer: A

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

51) \_\_\_\_\_ refers to the planning processes used by an organization to achieve a set of long-term goals.

- A) SPC
- B) Concurrent engineering
- C) Product design engineering
- D) Value stream mapping
- E) Strategy

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

52) The ultimate goal of strategic quality planning is to help an organization achieve \_\_\_\_\_.

- A) maximum profitability
- B) sustainable competitive advantage
- C) an increase in market share
- D) cost minimization
- E) growth in revenues

Answer: B

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Application

53) The marketing function trend that concentrates on satisfying and delivering value to the customer is known as \_\_\_\_\_.

- A) common cause variation
- B) customer relationship management
- C) customer-centric approach
- D) special cause variation
- E) change management

Answer: B

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

54) The marketer focuses on the \_\_\_\_\_ dimension of products and services.

- A) perceived quality
- B) durability
- C) conformance
- D) reliability
- E) performance

Answer: A

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

55) The primary marketing tools for influencing customer perceptions of quality are \_\_\_\_\_.

- A) features and aesthetics
- B) price and advertising
- C) value and conformance
- D) durability and reliability
- E) manufacturing integrity and serviceability

Answer: B

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

56) The marketing system involves the interactions between \_\_\_\_\_.

- A) the producing organization, industry trade groups, and the final consumer
- B) the raw material supplier, the producing organization, and the intermediary
- C) the producing organization, the intermediary, and the final consumer
- D) the raw material supplier, the producing organization, and the final consumer
- E) the producing organization, the intermediary, and the regulatory agency

Answer: C

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

57) The role of marketing in design has been to bring the voice of the \_\_\_\_\_ into the design process.

- A) supplier
- B) customer
- C) intermediary
- D) retailer
- E) producer

Answer: B

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

58) The first theoretical attempt to link quality improvement to financial results was the \_\_\_\_\_.

- A) Juran cost-benefit analysis
- B) Garvin quality matrix
- C) Deming value chain
- D) 360-degree evaluation
- E) law of diminishing marginal returns

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

59) In his value chain, Deming linked quality improvements to \_\_\_\_\_.

- A) improved product features and improved durability
- B) improved organizational performance and reduction in costs
- C) increase in efficiency and improved product features
- D) improvements in reliability and reduction in costs
- E) reduction in defects and improved organizational performance

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

60) \_\_\_\_\_ referred to the communication problem when he stated that "the language of management is money."

- A) Deming
- B) Shewhart
- C) Juran
- D) Garvin
- E) Crosby

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

61) According to the \_\_\_\_\_, there is a point at which investment in quality improvement will become uneconomical.

- A) Deming value chain
- B) contingency theory
- C) Juran cost-benefit analysis
- D) Garvin quality matrix
- E) law of diminishing marginal returns

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

62) Which of the following best defines employee empowerment?

- A) It involves moving decision making to the highest level in the organization.
- B) It involves moving decision making to mid-management levels in the organization.
- C) It involves moving decision making upwards in the chain of command.
- D) It involves moving decision making to the lowest level in the organization.
- E) It involves moving decision making outside the borders of the organization.

Answer: D

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

63) Electronic data interchange is used to link customer purchasing systems to supplier enterprise resource planning systems.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

64) Value stream mapping and Six Sigma are upstream activities in supply chain management.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

65) Downstream activities include all of those activities involving interaction with suppliers.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

66) Concurrent engineering has resulted in the simultaneous performance of product design and quality testing.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

67) Life testing is a facet of reliability engineering that determines whether a product will fail under controlled conditions during a specified life.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

68) If a component has a relatively high probability for failure that will affect the overall function of a product, then redundancy is applied.

Answer: TRUE

Diff: 2

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AACSB: Application of Knowledge

Type: Concept

69) If a process is capable, it will consistently produce products that meet specification.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

70) If a process is stable, it will exhibit nonrandom special cause variation instead of random or common cause variation.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

71) Discuss the origins and development of the supply chain perspective.

Answer: Supply chain management grew out of the concept of the value chain. The value chain includes inbound logistics, core processes, and outbound logistics. Supply chain management has moved to the forefront in recent years due to the opportunities for cost savings along with quality and service improvements.

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

72) Describe the relevance of the "systems view" to our understanding of quality management.

Answer: Operations management utilizes the systems view that underlies modern quality management thinking. The systems view involves the understanding that product quality is the result of the interactions of several variables, such as machines, labor, procedures, planning, and management. As a result, managers need to understand that it is the "system" and the interactions between the various components of the system that is responsible for quality, rather than a single functional area, such as manufacturing, personnel, or marketing.

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

73) Discuss the value-added perspective on quality.

Answer: A customer-based perspective on quality that is used by services, manufacturing, and public sector organizations involves the concept of value. A value-added perspective on quality involves a subjective assessment of the efficacy of every step of the process for the customer. A value-added activity can be pinpointed by asking, "Would this activity matter to the customer?" In other words, in most cases, a value-added activity will have economic value to the customer.

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.3: Communicate the seven different functional perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

74) \_\_\_\_\_ involves collecting detailed information about a particular job.

- A) Job forecast
- B) Job specification
- C) Job selection
- D) Job sharing
- E) Job analysis

Answer: E

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

75) \_\_\_\_\_ is a performance evaluation process in which an employee's peers, supervisors, and subordinates are involved in evaluating the worker's performance.

- A) Circular evaluation
- B) Upward-downward evaluation
- C) 360-degree evaluation
- D) Broad spectrum evaluation
- E) Inward-outward evaluation

Answer: C

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

76) The operations management view of quality is rooted in the marketing approach.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

77) Operations was the first functional field of management to adopt quality as its own.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

78) The core values of an organization refer to guiding operating principles that simplify decision making in that organization.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

79) Alignment refers to consistency between different operational subplans and the overall strategic plan.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

80) The ultimate goal of strategic quality planning is to aid an organization to achieve sustainable competitive advantage.

Answer: TRUE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

81) The primary marketing tools for influencing customer perceptions of quality are conformance and reliability.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

82) The pursuit of quality does not safeguard a company against bad management.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Application

83) According to the contingency theory, there is a point at which investment in quality improvement will become uneconomical.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

84) According to the economic quality level model, the pursuit of higher levels of quality will result in lower expenditures.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

85) Employee empowerment involves removing decision-making responsibilities from the lowest levels in the organization, thereby freeing up those workers to accomplish more of their primary tasks.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

86) 360-degree evaluation is a performance evaluation process in which an employee's peers, supervisors, and subordinates are involved in evaluating the worker's performance.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

87) What is employee empowerment?

Answer: Employee empowerment is of particular interest to HR managers. Empowering employees involves moving decision making to the lowest level possible in the organization. For example, empowerment can involve something fairly minor, such as allowing employees to replace broken or worn-out tools without management approval. In more spectacular instances, empowerment has resulted in the elimination of management as employees do their own scheduling, design, and performance of work.

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.4: Understand why it is important to know that the different perspectives exist.

AACSB: Application of Knowledge

Type: Concept

88) What are the three spheres of quality?

- A) quality costs, quality benefits, and quality control
- B) quality planning, quality execution, and quality control
- C) quality control, quality assurance, and quality management
- D) quality benefits, quality risks, and quality management
- E) quality costs, quality risks, and quality assurance

Answer: C

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

89) The \_\_\_\_\_ process is based on the scientific method, which includes the phases of analysis, relation, and generalization.

- A) quality execution
- B) quality implementation
- C) quality assurance
- D) quality management
- E) quality control

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

90) What are the three phases included in the quality control sphere?

- A) analysis, relation, and generalization
- B) investigation, experimentation, and discovery
- C) investigation, relation, and collaboration
- D) analysis, synthesis, and discovery
- E) investigation, experimentation, and generalization

Answer: A

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

91) In the \_\_\_\_\_ phase of quality control, a process is divided into its fundamental pieces.

- A) synthesis
- B) analysis
- C) experimentation
- D) generalization
- E) relation

Answer: B

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

92) The \_\_\_\_\_ phase of quality control involves perceiving how interrelationships apply to the larger phenomenon of quality being studied.

- A) generalization
- B) synthesis
- C) relation
- D) experimentation
- E) analysis

Answer: A

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

93) Which of the following activities is related to quality control?

- A) creating a quality organizational culture
- B) concurrent engineering
- C) providing employee recognition
- D) off-line experimentation
- E) performing acceptance sampling

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

94) \_\_\_\_\_ refers to activities associated with guaranteeing the quality of a product or service.

- A) Quality control
- B) Quality assurance
- C) Quality management
- D) Quality implementation
- E) Quality execution

Answer: B

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

95) Which of the following activities is related to quality assurance?

- A) providing leadership and support
- B) reducing process variability
- C) facilitating organizational communication
- D) performing acceptance sampling
- E) experimental design

Answer: E

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

96) Which of the following activities is related to quality management?

- A) measuring process performance
- B) providing employee recognition
- C) off-line experimentation
- D) design team formation and management
- E) developing and maintaining control charts

Answer: B

Diff: 3

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

97) The three spheres of quality are quality control, quality assurance, and quality management.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

98) The relation phase of quality control involves perceiving how interrelationships apply to the larger phenomenon of quality being studied.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

99) Reducing process variability and performing acceptance sampling are activities related to quality assurance.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

100) Providing employee recognition and planning for quality improvement are activities related to quality management.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

101) An operations perspective on quality involves a subjective assessment of the efficacy of every step of the process for the customer.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Application

102) Explain the three spheres of quality.

Answer: The three spheres of quality are quality control, quality assurance, and quality management.

The quality control process is based on the scientific method, which includes the phases of analysis, relation, and generalization.

Quality assurance refers to activities associated with guaranteeing the quality of a product or service. Often, these activities are design-related.

The management processes that overarch and tie together the control and assurance activities make up quality management.

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.5: Define a quality system using the three spheres.

AACSB: Application of Knowledge

Type: Concept

103) \_\_\_\_\_ involves the processes that overarch and tie together the quality control and assurance activities.

A) Quality management

B) Quality execution

C) Quality implementation

D) Quality testing

E) Quality development

Answer: A

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.6: Understand how the three spheres complement each other.

AACSB: Application of Knowledge

Type: Application

104) Which of the following descriptions best matches the relationship of the spheres of quality to each other?

- A) The spheres occur in a sequential order starting with quality management
- B) The spheres are unrelated to one another
- C) The spheres of quality assurance and quality control overlap with quality management, but not with one another
- D) Quality management overlaps with quality assurance, while quality control is unrelated
- E) All three spheres are related to one another and possess overlapping functions

Answer: E

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.6: Understand how the three spheres complement each other.

AACSB: Application of Knowledge

Type: Application

105) Quality development involves the processes that overarch and tie together the quality control and quality assurance activities.

Answer: FALSE

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.6: Understand how the three spheres complement each other.

AACSB: Application of Knowledge

Type: Concept

106) Quality management is the only quality sphere that overlaps with either of the other two spheres of quality control and quality assurance; quality control and quality assurance are unrelated.

Answer: FALSE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.6: Understand how the three spheres complement each other.

AACSB: Application of Knowledge

Type: Application

107) The activities performed within each of the spheres of quality do not overlap because they are mutually exclusive and unrelated to one another.

Answer: FALSE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.6: Understand how the three spheres complement each other.

AACSB: Application of Knowledge

Type: Concept

108) How do the spheres of quality assurance and quality control complement one another?

Answer: Quality assurance is utilized to ensure quality of products, services, and processes. QA activities are primarily design-related and include product testing efforts. Quality control, or QC, is focused primarily on how well the quality processes outlined in quality planning are working to ensure quality. QC activities are primarily monitoring efforts and can include process optimization and performance measurements. The quality control efforts to enhance processes affect quality assurance's ability to detect quality issues, while quality assurance's detection of design issues may also lead to process improvements implemented and later utilized by quality control.

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.6: Understand how the three spheres complement each other.

AACSB: Application of Knowledge

Type: Application

109) A \_\_\_\_\_ perspective on quality involves a subjective assessment of the efficacy of every step on the process for the customer.

A) cultural

B) value-added

C) operations

D) strategic management

E) financial

Answer: B

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.7: Understand the value-added perspective on quality.

AACSB: Application of Knowledge

Type: Concept

110) \_\_\_\_\_ theory presupposes that there is no theory or method for operating a business that can be applied in all instances.

A) Value-added

B) Collaborative

C) Cost-benefit

D) Contingency

E) Stochastic

Answer: D

Diff: 2

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.8: Discuss differing cultural perspectives on quality.

AACSB: Application of Knowledge

Type: Concept

111) The contingency approach to quality helps settle the different perceptions concerning the definition of quality.

Answer: TRUE

Diff: 1

Learning Outcome: Discuss the total cost of quality and compare the common methods of managing quality

LO: 1.8: Discuss differing cultural perspectives on quality.

AACSB: Application of Knowledge

Type: Concept