

Solution Manual for Introduction to Operations and Supply Chain Management 4th edition Bozarth Handfield 0133871770 9780133871777

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Instructor's Solutions Manual

to Accompany

Introduction to Operations and Supply Chain Management, 4th Edition

Bozarth/Handfield

There are two files for each chapter of the **Instructor's Solutions Manual**, which include:

- Discussion Keys
 - o Answers to the Discussion Questions, provided in Word
- Problem and Case Study Keys
 - o Solutions to the Problems and Case Studies, provided in Excel
 - o *Note:* The Case Study Solutions are located on the final tab of each chapter file
- DDP Excel Problem Keys
 - o Solutions to the Excel Problems provided on the Data Download Page

For **Additional Resources**, including access to the **Data Download Page**, please visit the book's

homepage at <http://www.pearsonhighered.com/bozarth>

1. One could argue that Alcoa is not the first entity in the supply chain because other companies supply them with the tools and materials to get the aluminum out of the ground. Other suppliers for Anheuser-Busch would be the company that provides them with the hops and grains required to make their beer, and the supplier of brewing equipment. Anheuser-Busch needs to share sales information and forecasts with their suppliers so that the suppliers can plan capacity and production levels. All of the companies within the supply chain need to be as transparent with their data as possible so that products can be made and shipped out to the customers with a minimum of waste.
2. While it is true that operations management and supply chain management are integral to manufacturing firms, it is false that operations and supply chain apply only to manufacturers. Service industries also source products and services, and in some cases, need to consider how these will be delivered to the final customer. Amazon, which uses UPS to make deliveries, is a prime example.
3. There are many different supply chains that support products like the Apple iPhone, and without these the iPhone would not be nearly as successful. Apple has a company that creates the physical phone itself, suppliers that make the electronic components that go inside the phone, and even partner companies that monitor satellites to give the phone navigation capability. Apple uses the “App Store” to virtually manage the software application on phones, and through this store they can market apps, create the purchase transaction, and simultaneously deliver the good to the consumer.
4. There are numerous examples of where poor supply chain management undercuts a business. For example, a product may be well-designed, but if the company cannot source quality inputs, cannot produce the product to cost or quality targets, and cannot deliver it in a timely manner, the product will fail in the marketplace.

5. The key advantage of releasing a new product during the late-year holiday season is the potential spike in demand, especially for consumer goods like the iPod. Apple's business strategy puts a premium on suppliers that can demonstrate volume flexibility (not to mention, high levels of quality conformance) because Apple sells considerably fewer iPods from March to September than October to February, and Apple needs suppliers that can give them varying amounts of product in limited time frames.
6. One example is McDonald's; their mission statement is as follows: McDonald's brand mission is to "be our customers' favorite place and way to eat." McDonalds' worldwide operations have been aligned around a global strategy called the Plan to Win centering on the five basics of an exceptional customer experience—People, Products, Place, Price, and Promotion. This is a useful mission statement because it addresses different functional areas of the company and in the end focuses on people and the customers' experience. Their operations and supply chain strategies are consistent with the mission statement because they execute their worldwide operations through an interconnected global strategy called Plan to Win.
7. The business strategy and the operation strategies are so interconnected that they can flow both ways, and core competencies derived within the operations and supply chain areas can be exploited through broader business strategies.
8. Strategy experts have long said it's not what a strategy document may say; it's what the firm does that counts. For example, if the strategy document says that the firm will place a premium on introducing new, innovative products, but the firm's actual investments are in producing large quantities of standard products at the lowest possible cost, then it is the pattern of decisions it makes that set the strategy.
9. Answers will vary, but common responses include low cost, perceived quality of instruction or value of degree in the chosen field, flexibility of course offerings, availability of online classes, and proximity to home or work. Depending on the student, these items may be classified as order winners or qualifiers.

10. Customers can perceive the value of the same product or service differently because they evaluate products based on multiple performance dimensions and can assign different values for each of these dimensions. This means that the companies that can develop the best mix of the performance dimensions for their customer base will be able to maximize their product value and profits. Companies need to find ways to maximize the value of their performance dimensions so that they can deliver the best, most desirable product to their consumers.
11. Not all firms have to both develop and exploit core competencies in the operations and supply chain areas to be successful in business. For example, a local gas station may succeed simply by having a better location than its competitors, even though its cost and service quality may not be as good.