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## **OM 4 Chapter 2: Value Chains**

### **Discussion Questions**

- (1) Provide an example where you have compared a good or service by its value and compared perceived benefits and price. How did your assessment of value led to a purchase (or non-purchase) decision?

Students should easily be able to provide examples from their personal experience, such as computers, automobiles, iPods, pizza delivery, and cell phones. This question helps them to internalize the notion of value and better understand how organizations should understand the “voice of the customer.” It is also important for the students to understand the importance of the words “perceived benefits.” What the customer “perceives” is the true benefit(s). Make sure you tie this class discussion to the definition of value in Section 1, discuss the numerator and denominator of value, ways to increase value, and what role OM plays.

- (2) What implications have the three waves of outsourcing had on the U.S. economy?

*Outsourcing is the process of having suppliers provide goods and services that were previously provided internally.* Vertical integration is essentially the opposite. The three waves of outsourcing – moving goods-producing jobs abroad, then moving simple service work, and finally moving skilled knowledge work – has certainly improved the global economy and created much technical expertise in other companies, but they have also had detrimental effects for many U.S. domestic workers and in some cases, customers, who have had difficulties communicating with foreign employees, such as call center representatives. Students may consider the role of government in job displacement and shift such as training programs and tax incentives to keep jobs in the USA, and the role of corporations in keeping core competencies at home and considering costs other than initial labor and overhead costs per employee in the USA versus other countries. (You may also have to clarify the difference between outsourcing versus off shoring if it comes up in class.)

- (3) One study that focused on the impact of China trade on the U.S. textile industry noted that 19 U.S. textile factories were closed and 26,000 jobs lost in 2004 and

# Instructor Manual Om4 Collier

**Paul Knepper, Mary Jackson**



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