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NEW QUESTION: 1
Which two areas should managers consider in order to adapt to the business dynamics affecting their company?
Choose 2 answers
A. Their control over internal operations
B. Their influence and leverage over suppliers
C. Their influence over future legislation and regulations
D. Their advertising costs
Answer: (SHOW ANSWER)
Managers must considercontrol over internal operationsandinfluence and leverage over supplierstо adapt effectively to changing business dynamics.
Internal operational control determines how quickly a firm can:
* Adjust capacity
* Improve quality
* Reduce cost
* Respond to demand changes
Supplier influence is equally critical in modern supply chains. Strong supplier relationships improve:
* Reliability
* Cost stability
* Innovation
* Responsiveness
Operations Management emphasizes that competitiveness increasingly depends onsupply chain coordination
, not isolated firm performance.
The other options are less relevant:

* Firms rarely influence future legislation
* Advertising costs relate to marketing strategy, not operational adaptability Thus, effective supply chain management requires both internal excellence and external collaboration.

NEW QUESTION: 2
Which tier-level supplier directly supplies materials or services to a processing and packaging plant?
A. Tier one suppliers
B. Tier two suppliers
C. Tier three suppliers
D. Tier four suppliers
E. Tier five suppliers
Answer: A (LEAVE A REPLY)
Comprehensive and Detailed Explanation (#250 words):
Tier one suppliersdirectly supply materials or services to a processing and packaging plant.
In supply chain hierarchy:
* Tier one suppliersdeliver components, raw materials, or services directly to the manufacturer
* Tier two suppliers supply tier one
* Tier three and beyond supply upstream tiers
JIT systems rely heavily on tier one suppliers because:
* Delivery frequency is high
* Quality must be consistent
* Lead times must be short
* Coordination must be tight
Operations Management stresses the importance of strong partnerships with tier one suppliers to ensure uninterrupted flow and minimal inventory.

NEW QUESTION: 3
Which term means to schedule a job that starts immediately, regardless of the due date?
A. Forward scheduling
B. Finite loading
C. Infinite loading
D. Backward scheduling
Answer: A (LEAVE A REPLY)
Forward schedulingmeans scheduling workas soon as resources are available, regardless of the job's due date.
In Operations Management:
* Forward scheduling starts at the current time
* Jobs are scheduled sequentially into the future

* Completion dates are determined after scheduling
This method is commonly used when:
* Capacity utilization is the priority
* Due dates are flexible
* Make-to-stock environments exist
In contrast:
* Backward schedulingstarts from the due date and works backward
* Finite loadingrespects capacity limits
* Infinite loadingignores capacity constraints
Forward scheduling ensures continuous resource use but may result in early job completion and higher inventory levels.

NEW QUESTION: 4
Which continuous improvement method does Cpk measure?
A. The most common measurement process
B. How close one is to a target and how consistent one is with the average performance
C. What a process is capable of and how long it will take to conclude
D. Parts per million on the capability index
Answer: B (LEAVE A REPLY)
The process capability indexCpkmeasureshow close a process is to its target and how consistent it is around the average performance.
Cpk is a key metric inSix Sigma and continuous improvement methodologies. It evaluates both:
* Process centering(distance from specification limits)
* Process variation(spread of data)
Unlike Cp, which assumes the process is centered, Cpk accounts for actual process performance relative to upper and lower specification limits. This makes it a more realistic indicator of quality capability.
In Operations Management, Cpk helps organizations:
* Assess whether a process can meet customer specifications
* Identify improvement priorities
* Reduce defects before they occur
Higher Cpk values indicate better performance:
* Cpk # 1.33 is generally acceptable
* Cpk # 2.0 aligns with Six Sigma performance
The other options confuse Cpk with defect rates or cycle time measures. While defects per million opportunities (DPMO) are related, Cpk specifically evaluatesprocess capability, not output counts.
By focusing on consistency and target alignment, Cpk supports preventive quality management and data- driven continuous improvement.

NEW QUESTION: 5
What is meant by "duration of the change"?
A. The length of time one expects to need the different level of capacity
B. The size of the change needed
C. The percentage of normal operating capacity
D. The fiscal impact of the change on the strategic plan
Answer: A (LEAVE A REPLY)
Comprehensive and Detailed Explanation (#270 words):
In capacity and aggregate planning,"duration of the change"refers tohow long the organization expects to operate at a different capacity level-higher or lower than normal. This is exactly what optionAstates.
In operations planning, managers must decide not onlyhow muchcapacity to change, but alsofor how longthe change will be required. That time horizon directly drives which capacity option is appropriate. If the change is short-lived, the firm typically chooses flexible, reversible options (overtime, temporary labor, subcontracting). If the change is long-lived, it may justify structural commitments (new equipment, new facility, permanent staffing).
This ties to hierarchical planning logic: the planning and control system exists to "harmonize the client's requests with the available resources" and uses staged planning levels (strategic capacity, aggregate planning, operational planning, scheduling). At the aggregate planning level, the organization validates whether it has enough capacity to meet expected workloads and selects a combination of resources.
Duration matters because longer changes increase the cost of relying on short-term measures (fatigue, overtime premiums, quality risk) while making long-term investments more economically rational. In short:
duration is the time component of the capacity decision, and it guides the selection of the most suitable planning lever.

NEW QUESTION: 6
Which group of keywords or phrases describes the critical role that marketing plays in the total quality management (TQM) process?
A. Baseline for managing quality process; investment in preventative costs; budgeting
B. Enhance competition; understand consumer preferences; maintain communication with operations
C. Review and recommend product changes; satisfy customer needs; open communication
D. Reward employees; motivate staff performance; manage operations planned changes
Answer: B (LEAVE A REPLY)
In Total Quality Management (TQM),marketing plays a critical boundary-spanning rolebetween customers and internal operations. The correct set of keywords-enhance

competition; understand consumer preferences; maintain communication with operations-captures this role precisely.
From an Operations Management perspective, marketing is responsible foridentifying customer needs, expectations, and perceptions of quality. These insights become essential inputs for product design, process planning, and continuous improvement initiatives. Without accurate market information, operations risk producing outputs that meet specifications but fail to satisfy customers.
Marketing also enhances competitiveness by:
* Monitoring competitor offerings and quality levels
* Translating customer requirements into measurable quality attributes
* Supporting differentiation strategies based on quality, reliability, and service Equally important isongoing communication with operations. TQM emphasizes cross-functional integration, and marketing ensures that quality is defined externally (by customers) rather than internally (by engineers or managers alone). Feedback from customers-complaints, satisfaction surveys, returns, and warranty data-feeds directly into operational improvement cycles.
The other options fail to capture marketing's core function:
* Budgeting and preventive costs are managerial/financial roles
* Product change reviews are primarily engineering activities
* Employee rewards fall under human resources
Thus, marketing's TQM role is strategic, integrative, and customer-focused, ensuring that quality efforts align with market expectations and competitive realities.

NEW QUESTION: 7
Why is it beneficial for an organization to designate employees to communicate alternative ways to complete a job in a methods analysis?
A. They may have suggestions for improving the operation.
B. They know how an operation has always been done with no need to change.
C. They are experts in their field.
D. They may resist training on new machines.
Answer: A (LEAVE A REPLY)
Comprehensive and Detailed Explanation (#250 words):
Employees are designated in methods analysis becausethey may have valuable suggestions for improving the operation.
Frontline employees:
* Perform tasks daily
* Understand practical constraints
* Observe inefficiencies and waste
* Identify improvement opportunities

Operations Management recognizes that sustainable improvement requiresemployee involvement. Workers often know better ways to reduce motion, time, or effort that are invisible to managers.
The other options are incorrect:
* Tradition alone does not justify current methods
* Expertise alone does not guarantee improvement ideas
* Resistance to training is a risk, not a benefit
Methods analysis seeks to simplify, standardize, and improve work. Employee input enhances acceptance of change and improves implementation success.

NEW QUESTION: 8
How does the status of overall customer satisfaction support supply chain objectives?
A. It measures space requirements.
B. It measures efficiency.
C. It measures compliance.
D. It measures capacity utilization.
Answer: (SHOW ANSWER)
Comprehensive and Detailed Explanation (#250 words):
Overallcustomer satisfaction measures supply chain efficiency.
Customer satisfaction reflects how well the supply chain performs in:
* On-time delivery
* Order accuracy
* Product availability
* Responsiveness
Efficient supply chains deliver value reliably with minimal waste. High satisfaction signals that processes are synchronized and effective.
The other options measure internal metrics, not end-to-end performance. Operations Management emphasizes customer satisfaction as aleading indicatorof supply chain health and efficiency.

NEW QUESTION: 9
Which factor determines how long it takes a qualified operator to perform a duty of the job requirements under the assumption that the operator is working at a sustainable pace with the proper tools for the process?
A. Performance time
B. Observed time
C. Normal time
D. Standard time
Answer: D (LEAVE A REPLY)
Standard timeis the measure that determines how long it should take a qualified operator to perform a jobat a sustainable pace using proper tools and methods.

In Operations Management and work measurement, standard time represents theallowed timeto complete a task, including:
* Normal time (observed time adjusted for performance rating)
* Allowances for fatigue
* Personal needs
* Unavoidable delays
Standard time is essential for:
* Scheduling work
* Determining labor requirements
* Establishing production standards
* Capacity planning
* Incentive wage systems
The other options represent intermediate concepts:
* Observed timeis the raw measured time
* Normal timeadjusts observed time for performance rating
* Performance timeis not a standard OM term
By incorporating allowances, standard time ensures that expectations arerealistic and sustainable, protecting both productivity and employee well-being. It is a foundational element of work system design and labor planning.

NEW QUESTION: 10
Which function does marketing play in a just-in-time (JIT) organization?
A. JIT marketing focuses on producer-driven quality.
B. JIT marketing simplifies inventory flow.
C. JIT marketing focuses on customer-driven quality.
D. JIT marketing synchronizes product demand with assembly.
Answer: C (LEAVE A REPLY)
In a just-in-time (JIT) organization,marketing focuses on customer-driven quality.
Marketing provides critical input on:
* Customer expectations
* Demand patterns
* Product features
* Service requirements
This information allows operations to design processes that meet actual customer needs rather than internal assumptions. JIT requires precise alignment between demand and production, and marketing ensures that quality is defined externally by customers.
The other options confuse marketing's role with operational execution:
* Inventory flow is managed by operations
* Assembly synchronization is a production function
* Producer-driven quality contradicts TQM principles

Operations Management stresses that JIT succeeds only whenmarketing and operations are tightly integrated, with marketing acting as the voice of the customer.

NEW QUESTION: 11
In which organizational layout would one expect to see items arranged by type?
A. Hybrid
B. Fixed
C. Process
D. Product
Answer: C (LEAVE A REPLY)
Comprehensive and Detailed Explanation (#250 words):
Aprocess layoutarranges itemsby type of activity or function, making it the correct answer. In a process layout, similar resources-such as machines, skills, or functions-are grouped together. For example, all drilling machines are located in one area, all painting stations in another, and all inspection activities in another. Items move through the facility based on the specific operations they require.
This layout is commonly used when:
* Product variety is high
* Production volume is low to moderate
* Customization is required
Examples include hospitals (radiology, surgery, labs), machine shops, and repair facilities.
The other layouts differ fundamentally:
* Product layoutarranges items by sequence of operations
* Fixed layoutkeeps the product stationary (e.g., construction)
* Hybrid layoutcombines elements of process and product layouts
Operations Management favors process layouts for flexibility, but they often suffer from longer lead times, higher material handling costs, and complex scheduling. Despite these drawbacks, they are essential where customization and functional specialization dominate.

NEW QUESTION: 12
Which total quality management (TQM) process consists of 13 published standards and guidelines?
A. ISO 1400
B. ISO 9002
C. ISO 9001
D. ISO 9000
Answer: (SHOW ANSWER)
ISO 9000is the family of international quality management standards consisting of13 published standards and guidelinesthat define the fundamentals and vocabulary of quality management systems.

The ISO 9000 family provides asystematic frameworkfor ensuring consistent processes, customer satisfaction, and continuous improvement across organizations. It does not certify products; rather, it certifies that an organization'sprocesses are controlled, documented, and continuously improved.
Key distinctions:
* ISO 9000: Overview, concepts, and terminology
* ISO 9001: Certification standard specifying requirements
* ISO 9002: (Now obsolete) Previously focused on production and installation
* ISO 1400: Environmental management standards, not quality
Operations Management values ISO 9000 because it promotes:
* Process standardization
* Documentation and traceability
* Preventive rather than corrective quality control
* Consistency across suppliers and partners
ISO 9000 supports TQM by embedding quality intoorganizational systems, not relying on inspection alone.
Certification signals reliability and discipline to customers and global partners, especially in supply chains.
By establishing a common quality language and structure, ISO 9000 enables organizations to align operations, reduce variability, and sustain long-term operational excellence.

NEW QUESTION: 13
Which project life cycle phase focuses on determining whether the proposed project is technically, financially, and operationally viable?
A. Planning
B. Conception
C. Feasibility analysis
D. Execution
Answer: C (LEAVE A REPLY)
Thefeasibility analysis phaseevaluates whether a proposed project istechnically, financially, and operationally viable.
During feasibility analysis, organizations assess:
* Cost-benefit justification
* Resource availability
* Technical constraints
* Operational impact
* Risk and uncertainty
This phase prevents organizations from committing to projects that:
* Are too costly
* Lack capability support
* Conflict with operational capacity

* Fail to deliver strategic value
Planning and execution only proceed if feasibility criteria are satisfied.
In Operations Management, feasibility analysis is especially critical for projects involving:
* Capacity expansion
* New facilities
* System implementations
* Process redesign
It serves as a decision gate that protects organizational resources and ensures disciplined project selection.

NEW QUESTION: 14
Which design work system minimizes repetitiveness in tasks by assigning employees the role of planning and scheduling?
A. Job entitlement
B. Job enrichment
C. Job rotation
D. Job rating
Answer: B (LEAVE A REPLY)
Job enrichmentminimizes task repetitiveness byexpanding employee responsibilitiesto include planning, scheduling, decision-making, and problem-solving.
In Operations Management, job enrichment increases thedepth of a job, not just the variety of tasks.
Employees gain greater autonomy and control over their work, reducing monotony and increasing motivation.
Key characteristics of job enrichment include:
* Vertical job loading
* Increased responsibility
* Feedback on performance
* Greater task significance
The other options differ:
* Job rotationincreases task variety but does not add responsibility
* Job entitlementandjob ratingare not work design systems
Job enrichment is especially valuable in repetitive environments such as assembly lines, where adding planning and quality responsibilities improves both morale and performance.

NEW QUESTION: 15
Which quality control tool should be used to monitor the current status or end result of a process?
A. Checklist
B. Flowchart
C. Control chart

D. Scatter diagram

Answer: (SHOW ANSWER)

Acontrol chartis the primary quality control tool used tomonitor the current status and end results of a process over time.

Control charts, a core component ofStatistical Process Control (SPC), distinguish between:

* Common-cause variation(natural process variation)
* Assignable-cause variation(abnormal, correctable issues)

By plotting data points against upper and lower control limits, control charts help operations managers determine whether a process isstable or out of control.

Why control charts are ideal:

* They provide real-time monitoring
* They detect trends before defects occur
* They support preventive quality management
* They reduce reliance on inspection

Other tools serve different purposes:

* Checklistscollect data
* Flowchartsmap processes
* Scatter diagramsanalyze correlations

Operations Management emphasizes control charts because they supportprocess-based quality, aligning with TQM and Six Sigma philosophies. Instead of fixing defects after they occur, organizations canintervene early

, reducing cost and improving consistency.

Control charts reinforce continuous improvement by enabling data-driven decisions, reducing variability, and stabilizing production processes-making them indispensable in modern quality management systems.

NEW QUESTION: 16

When is capacity measurement at the best operating level?

A. At the minimum point of the cost curve

B. At maximum capacity

C. When the average unit cost is minimized

D. When the total cost is minimized

Answer: C (LEAVE A REPLY)

Comprehensive and Detailed Explanation (#250 words):

Thebest operating levelof capacity occurswhen the average unit cost is minimized.

In Operations Management, the best operating level reflects the most economical output rate for a process or facility. At this level:

* Fixed costs are spread efficiently
* Variable costs are controlled
* Congestion and inefficiencies are minimized

Operating below this level leads tounderutilizationand high unit costs, while operating above it often causes overcrowding, overtime, equipment breakdowns, and quality problems, which increase costs.
OptionAis incorrect because the minimum point of the total cost curve does not necessarily correspond to minimum average unit cost.
OptionBis incorrect because maximum capacity typically increases costs due to inefficiencies.
OptionDfocuses on total cost, not unit efficiency.
Thus, the best operating level balances efficiency and flexibility, ensuring sustainable performance and cost control.

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NEW QUESTION: 17
Which instrument would use an allocation process for space requirements in an industry scenario?
A. Block plan
B. From-to matrix
C. Relationship chart (REL)
D. Rectilinear distance
Answer: A (LEAVE A REPLY)
Comprehensive and Detailed Explanation (#250 words):
Ablock planis the instrument used to allocatespace requirementsin an industrial layout scenario.
A block plan visually represents departments or functional areas as blocks sized according to their space needs. It helps planners:
* Allocate available space efficiently
* Visualize adjacency requirements
* Evaluate alternative layout arrangements
Block plans are particularly useful during theearly stages of facility layout design, before detailed equipment placement.
The other tools serve different purposes:

* From-to matrixanalyzes material flow between departments
* Relationship charts (REL)assess closeness preferences
* Rectilinear distancemeasures travel distance

In Operations Management, block planning ensures that space constraints, expansion possibilities, and flow efficiency are considered systematically, reducing costly layout errors.

NEW QUESTION: 18

A manufacturing company decides to open a new distribution center location in order to minimize distribution costs to warehouses or stores.

What tool should the manufacturing company use to determine where the new distribution center should be located?

A. By using the load-distance model

B. By using the transportation method

C. By using the center-of-gravity approach

D. By using the break-even analysis

Answer: C (LEAVE A REPLY)

Thecenter-of-gravity approachis the most appropriate tool for determining the optimal location of a distribution center when the goal is tominimize total transportation costs.

This method calculates a weighted average location based on:

* Geographic coordinates of demand points
* Volume shipped to each location

The result identifies a location that minimizes the overall distance-weighted transportation cost.

Other options serve different purposes:

* Load-distance models compare alternative sites
* Transportation methods optimize shipping routes, not facility location
* Break-even analysis compares cost structures, not spatial efficiency

In Operations Management, the center-of-gravity approach is widely used for strategic distribution planning because it provides aquantitative, objective basisfor location decisions.

NEW QUESTION: 19

Which element is part of a financial plan?

A. Budget projections

B. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis

C. Product pricing

D. Compensation planning

Answer: (SHOW ANSWER)

Budget projectionsare a core element of a financial plan.

A financial plan outlines how resources will be allocated to support organizational objectives. Budget projections include:
* Revenue forecasts
* Cost estimates
* Capital expenditure plans
* Cash flow projections
Operations Management relies on financial plans to ensure that capacity decisions, inventory levels, and workforce plans are economically feasible.
The other options belong to different planning domains:
* SWOT analysis is part of strategic planning
* Product pricing is part of marketing strategy
* Compensation planning is part of human resources
Budget projections provide the financial constraints and targets within which operations must function.

NEW QUESTION: 20
What are two strategic objectives for every member of the supply chain?
Choose 2 answers
A. Increasing cost effectiveness
B. Becoming more efficient
C. Increasing end-customer demand
D. Finding the best distribution location
E. Reducing production and delivery times
Answer: (SHOW ANSWER)
Two universal strategic objectives for all supply chain members areincreasing cost effectivenessand becoming more efficient.
Every organization in the supply chain-suppliers, manufacturers, distributors, and retailers-must manage costs while improving operational efficiency to remain competitive.
Cost effectiveness ensures:
* Sustainable margins
* Competitive pricing
* Resource optimization
Efficiency focuses on:
* Process improvement
* Waste reduction
* Throughput enhancement
* Reliable delivery
While reducing lead times and increasing demand are desirable outcomes, they are not universal strategic objectives for every participant. Distribution location decisions apply only to specific nodes.

Operations Management views supply chains asinterdependent systems, where overall performance depends on efficiency and cost discipline at each stage.

NEW QUESTION: 21
Which strategy is used by some emergency rooms to overcome customer frustrations about long waiting times?
A. Screen patients and schedule follow-up appointments for those who have the most serious injuries
B. Screen patients and fast-track those with minor ailments
C. Screen patients and send the last 25 to another facility
D. See each patient in the order in which they arrived
Answer: (SHOW ANSWER)
Emergency rooms often usescreening and fast-tracking patients with minor ailmentsto reduce perceived and actual waiting times. This strategy is a well-establishedservice operations capacity-management technique.
From an Operations Management perspective, emergency departments facehigh variability in demand and processing times, which leads to congestion and long queues. Treating all patients strictly in arrival order (first-come, first-served) is operationally inefficient because patients require very different levels of care.
Fast-tracking works by:
* Separating low-complexity cases from critical cases
* Allocating dedicated resources to minor treatments
* Reducing bottlenecks at key treatment stages
This approach improvesflow efficiency, patient satisfaction, and throughput without increasing total capacity.
It aligns with queue management principles and the concept ofsegmented service design, where different customer needs are handled through different process paths.
The other options are inferior operationally:
* Scheduling follow-ups for severe cases is clinically unsafe
* Sending patients elsewhere shifts the problem, not solves it
* Strict arrival order ignores service-time variability
Fast-tracking addresses bothoperational efficiencyandperceived service quality, which is particularly critical in high-contact service systems such as healthcare.

NEW QUESTION: 22
Which function does marketing play in a just-in-time (JIT) organization?
A. JIT marketing focuses on customer-driven quality.
B. JIT marketing focuses on producer-driven quality.
C. JIT marketing synchronizes product demand with assembly.
D. JIT marketing simplifies inventory flow.
Answer: (SHOW ANSWER)

In a just-in-time (JIT) organization,marketing focuses on customer-driven quality.
Marketing provides critical input on:
* Customer expectations
* Demand patterns
* Product features
* Service requirements
This information allows operations to design processes that meet actual customer needs rather than internal assumptions. JIT requires precise alignment between demand and production, and marketing ensures that quality is defined externally by customers.
The other options confuse marketing's role with operational execution:
* Inventory flow is managed by operations
* Assembly synchronization is a production function
* Producer-driven quality contradicts TQM principles
Operations Management stresses that JIT succeeds only whenmarketing and operations are tightly integrated, with marketing acting as the voice of the customer.

NEW QUESTION: 23
How does a just-in-time (JIT) system influence all functional areas within a company?
Choose 2 answers
A. Companies are able to reduce waste.
B. Companies develop new ways to generate revenue.
C. Companies enhance workers' ability to perform.
D. Companies' workers demonstrate intrinsic values.
E. Companies can participate when it is convenient.
Answer: (SHOW ANSWER)
A just-in-time (JIT) system influences all functional areas byreducing wasteanddeveloping new ways to generate revenue.
First,waste reductionis the most visible and immediate effect of JIT across the organization. JIT eliminates excess inventory, waiting time, overproduction, unnecessary movement, and defects. These improvements require coordination across operations, purchasing, logistics, marketing, and finance, ensuring that all functions align with lean principles.
Second, JIT enablesnew revenue-generation opportunitiesby improving responsiveness, quality, and delivery speed. When an organization becomes more flexible and reliable, it can:
* Offer shorter lead times
* Improve customer satisfaction
* Support customization
* Compete in higher-value market segments
The remaining options are either indirect outcomes or incorrect:
* Enhancing worker ability is a supporting mechanism, not the primary systemic influence

* Demonstrating intrinsic values is cultural, not an operational outcome
* Convenience-based participation contradicts JIT discipline
Operations Management highlights that JIT is anenterprise-wide system, not a production-only method. Its benefits materialize only when all functional areas operate in synchronization.

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