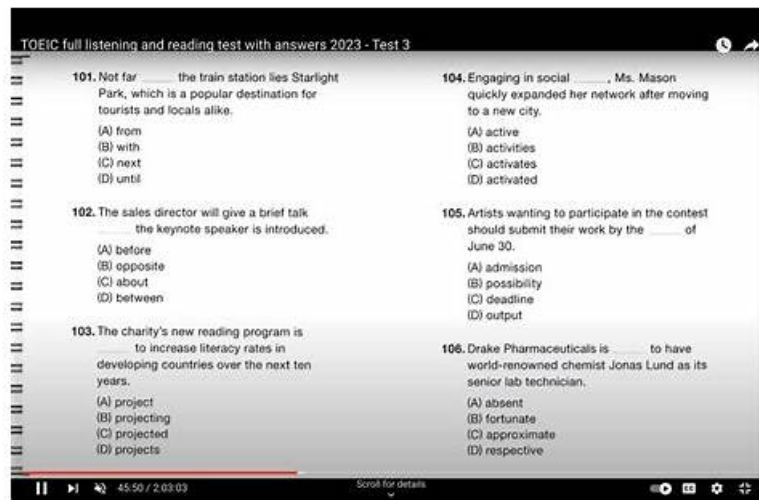


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### 問題 #10

What is the primary purpose in using the master production schedule (MPS) in the marketing department of an organization?

- A. To identify new product demand
- B. To control the production department
- **C. To manage the demand for promised deliveries**
- D. To create demand for promised deliveries

答案： C

解題說明：

Comprehensive and Detailed Explanation (#270 words):

The primary purpose of using the Master Production Schedule (MPS)-including from a marketing /customer-commitment perspective-isto manage the demand for promised deliveries(AnswerA).

In the planning hierarchy, forecasts and customer requirements are translated into a detailed schedule. The document explains that, based on demand forecasting, the organization creates a Master Plan Schedule (MPS) where "specific dates are set in detail," and that the MPS is then used to plan material requirements. This makes the MPS the central bridge between what the market is asking for and what operations can realistically commit to.

Marketing uses the MPS not to "create" demand, but to coordinate commitments: delivery promises, timing, and order quantities must align with feasible production and materials availability. If marketing promises deliveries that the MPS cannot support, the system experiences late orders, expediting, and customer dissatisfaction.

Therefore, MPS in a marketing context supports available-to-promise discipline, ensuring customer commitments are consistent with operational reality and planned workloads. It is a planning control instrument, not a tool for controlling production departments or identifying new product demand.

問題 #11

What is one advantage of a periodic review system?

- A. Less inventory is needed to protect against stockouts.
- B. All items are reviewed during the same time interval.
- C. Items are handled individually.
- D. Inventory balances are updated after every transaction.

答案： B

解題說明：

A key advantage of a periodic review inventory system is that all items are reviewed at the same time interval.

In a periodic review system:

- \* Inventory levels are checked at fixed intervals (e.g., weekly, monthly)
- \* Orders are placed to raise inventory to a target level
- \* Multiple items can be ordered together

This approach simplifies administration and reduces ordering costs, making it especially suitable for:

- \* Retail environments
- \* Low-value or slow-moving items
- \* Situations where continuous monitoring is impractical

The other options describe continuous review systems:

- \* Individual item handling
- \* Real-time inventory updates
- \* Lower safety stock requirements

Operations Management recognizes periodic review as a trade-off between control and simplicity. While it may require higher safety stock, it offers operational efficiency and cost savings in many contexts.

問題 #12

A construction company produces furnished pre-fabricated manufactured homes. The production manager has discovered the following challenges within one of the facilities:

- \* Production quantities are low and only a small number of homes are built efficiently.
- \* The facility space allows for low handling of materials.
- \* There is limited space available for employees to operate.

Which hybrid layout should be used to address the company's needs?

- A. Manufacturing technology
- B. Statistical reduction control
- C. Group technology
- D. Process performance metrics

答案： C

解題說明:

The appropriate hybrid layout is group technology.

Group technology combines the efficiency of product layouts with the flexibility of process layouts by grouping similar products into families and arranging workstations into cells. Each cell is designed to handle a specific family of products from start to finish.

In the case of prefabricated homes:

- \* Production volumes are low
- \* Product designs share similarities
- \* Space is constrained
- \* Material handling must be minimized

Group technology reduces:

- \* Movement of materials
- \* Setup times
- \* Work-in-process inventory
- \* Congestion in limited spaces

The other options are not layouts:

- \* Process performance metrics are measurement tools
- \* Manufacturing technology refers broadly to automation
- \* Statistical reduction control is not a recognized layout concept

Operations Management promotes group technology as an effective solution for low-volume, moderate-variety environments, especially where space efficiency and flow improvement are critical.

### 問題 #13

What are two ways management can assist employees' focus in a just-in-time (JIT) processing environment?

Choose 2 answers

- A. Require workers to use free time to do quality control charting
- B. Separate the cultures in the organization so there will be no conflicts
- C. Develop an incentive system to reward workers for their efforts
- D. Ensure that workers receive multifunctional training

答案: C,D

解題說明:

Management can assist employee focus in a JIT environment by providing multifunctional training and developing incentive systems that reward performance.

Multifunctional training enables employees to:

- \* Perform multiple tasks
- \* Rotate between roles
- \* Support flexible staffing
- \* Respond quickly to disruptions

This flexibility is essential in JIT systems, where minimal buffers exist and disruptions must be resolved immediately.

Incentive systems reinforce desired behaviors such as problem-solving, quality improvement, teamwork, and waste reduction.

Rewards aligned with JIT objectives encourage employees to maintain discipline and continuous improvement.

The incorrect options conflict with JIT philosophy:

- \* Separating cultures undermines teamwork
- \* Forcing quality charting during free time creates resistance

Operations Management emphasizes that JIT success depends on people-centered management, not just technical tools.

### 問題 #14

Which continuous improvement method does Cpk measure?

- A. How close one is to a target and how consistent one is with the average performance
- B. What a process is capable of and how long it will take to conclude
- C. The most common measurement process
- D. Parts per million on the capability index

答案: A

解題說明:

The process capability index  $C_{pk}$  measures how close a process is to its target and how consistent it is around the average performance.

$C_{pk}$  is a key metric in Six Sigma and continuous improvement methodologies. It evaluates both:

- \* Process centering (distance from specification limits)
- \* Process variation (spread of data)

Unlike  $C_p$ , which assumes the process is centered,  $C_{pk}$  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,  $C_{pk}$  helps organizations:

- \* Assess whether a process can meet customer specifications
- \* Identify improvement priorities
- \* Reduce defects before they occur

Higher  $C_{pk}$  values indicate better performance:

- \*  $C_{pk} \# 1.33$  is generally acceptable
- \*  $C_{pk} \# 2.0$  aligns with Six Sigma performance

The other options confuse  $C_{pk}$  with defect rates or cycle time measures. While defects per million opportunities (DPMO) are related,  $C_{pk}$  specifically evaluates process capability, not output counts.

By focusing on consistency and target alignment,  $C_{pk}$  supports preventive quality management and data-driven continuous improvement.

## 問題 #15

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