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Operations Management Mid-term Exam (April 23, 2013) Sangmyung University
Dept. _____ No. _____ Name _____

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.
(32 X 0.5 points = 16 points)

- 1) All organizations, including service firms such as banks and hospitals, have a production function. 1) _____
- 2) Operations management is the set of activities that creates value in the form of goods and services by transforming inputs into outputs. 2) _____
- 3) One reason to study operations management is to learn how people organize themselves for productive enterprise. 3) _____
- 4) Customer interaction is often high for manufacturing processes, but low for services. 4) _____
- 5) Manufacturing now constitutes the largest economic sector in postindustrial societies. 5) _____
- 6) A knowledge society is one that has migrated from work based on knowledge to one based on manual work. 6) _____
- 7) Productivity is the total value of all inputs to the transformation process divided by the total value of the outputs produced. 7) _____
- 8) Ethical and social dilemmas arise because stakeholders of a business have conflicting perspectives. 8) _____
- 9) Production processes are being dispersed to take advantage of national differences in labor costs. 9) _____
- 10) One reason for global operations is to gain improvements in the supply chain. 10) _____
- 11) A product will always be in the same stage of its product life cycle regardless of the country. 11) _____
- 12) An organization's ability to generate unique advantages over competitors is central to a successful strategy implementation. 12) _____
- 13) Most services are tangible, this factor determines how the ten decisions of operations management are handled differently for goods than for services. 13) _____
- 14) Decisions that involve what is to be made and what is to be purchased fall under the heading of supply-chain management. 14) _____
- 15) Southwest Airlines' core competence is operations. 15) _____
- 16) For the greatest chance of success, an organization's operations management strategy must support the company's strategy. 16) _____
- 17) A product strategy may focus on differentiation, low cost, or rapid response. 17) _____
- 18) Political/legal change and economic change are both factors influencing market opportunities for new products. 18) _____

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WGU Operations Management (C215, VDC2) Sample Questions (Q23-Q28):

NEW QUESTION # 23

When is capacity measurement at the best operating level?

- A. When the average unit cost is minimized
- B. At maximum capacity
- C. At the minimum point of the cost curve
- D. When the total cost is minimized

Answer: A

Explanation:

Comprehensive and Detailed Explanation (#250 words):

The best operating level of capacity occurs when 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 to underutilization and high unit costs, while operating above it often causes overcrowding, overtime, equipment breakdowns, and quality problems, which increase costs.

Option A is incorrect because the minimum point of the total cost curve does not necessarily correspond to minimum average unit cost.

Option B is incorrect because maximum capacity typically increases costs due to inefficiencies.

Option D focuses on total cost, not unit efficiency.

Thus, the best operating level balances efficiency and flexibility, ensuring sustainable performance and cost control.

NEW QUESTION # 24

What is the third basic element in the just-in-time (JIT) system if the first element is total quality management (TQM) and the second is JIT manufacturing?

- A. Simply organized inventory
- B. Capacity utilization
- C. Respect for people
- D. Quality circles

Answer: C

Explanation:

The third foundational element of the Just-In-Time (JIT) system is respect for people.

JIT is not merely a production technique; it is a socio-technical system built on:

* Total Quality Management (TQM)

* JIT manufacturing (waste elimination, pull systems)

* Respect for people

Respect for people emphasizes:

* Employee involvement

* Continuous improvement (Kaizen)

* Training and skill development

* Empowerment to stop processes and solve problems

Operations Management recognizes that JIT cannot function without engaged, knowledgeable employees.

Workers are expected to identify problems, suggest improvements, and maintain quality at the source.

The other options are tools or outcomes, not core principles. Respect for people integrates human capability with operational excellence, making JIT sustainable and effective.

NEW QUESTION # 25

Which formula would indicate that a fast-food restaurant was performing at, above, or below its benchmark?

- A. Throughput time / value-added time
- B. **Actual output / standard output**
- C. Time a resource is used / time a resource is available
- D. Output / input

Answer: B

Explanation:

Comprehensive and Detailed Explanation (#250 words):

The formula **Actual output / standard output** indicates whether a fast-food restaurant is performing at, above, or below its benchmark. This ratio compares real performance against a predefined standard. A value:

- * Equal to 1 means performance meets the benchmark
- * Greater than 1 means performance exceeds expectations
- * Less than 1 indicates underperformance

Benchmarks are critical in Operations Management for:

- * Performance evaluation
- * Labor productivity measurement
- * Process control

The other formulas measure utilization, velocity, or productivity, but do not directly reference a benchmark.

By comparing actual output to standard output, managers can quickly assess operational effectiveness and identify areas requiring corrective action.

NEW QUESTION # 26

What is the measure of how much supply chain is owned or operated by the manufacturer?

- A. Outsource integration
- B. Insource integration
- C. Horizontal integration
- D. **Vertical integration**

Answer: D

Explanation:

Vertical integration measures how much of the supply chain is owned or controlled by the manufacturer.

In Operations and Supply Chain Management, vertical integration refers to the degree to which a firm performs activities upstream (suppliers) or downstream (distribution, retail) rather than relying on external partners. A highly vertically integrated company may own raw material sources, manufacturing plants, distribution centers, and even retail outlets.

Vertical integration affects:

- * Cost structure
- * Control over quality
- * Lead times
- * Supply reliability
- * Strategic flexibility

The other options are not standard measures:

- * Horizontal integration refers to acquiring competitors at the same stage
- * "Insource" and "outsource integration" are not formal OM terms

Operations strategy evaluates vertical integration carefully because while it increases control, it also:

- * Requires high capital investment
- * Reduces flexibility
- * Increases managerial complexity

Thus, vertical integration directly quantifies how much of the supply chain the manufacturer owns or operates.

NEW QUESTION # 27

Which role do third-party logistics providers play in the supply chain?

- A. Internal distributors
- B. Tier two distributors

- C. Tier three distributors
- D. External distributors

Answer: D

Explanation:

Third-party logistics (3PL) providers act as external distributors in the supply chain.

They perform logistics functions such as:

- * Transportation
- * Warehousing
- * Distribution
- * Order fulfillment

These providers operate outside the firm but integrate closely with its operations. Organizations use 3PLs to:

- * Reduce capital investment
- * Increase flexibility
- * Access logistics expertise
- * Improve service levels

Operations Management recognizes outsourcing logistics as a strategic decision that allows firms to focus on core competencies while maintaining efficient distribution networks.

NEW QUESTION # 28

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