

Operations-Management Valid Exam Topics & Operations-Management Real Exam Answers

INTRODUCTION **BCS Foundation Certificate in Business Analysis**

The ICS PEA15 (BCS Foundation Certificate in Business Analysis) Certification Exam is a globally recognized certification to validate an individual's foundational level knowledge and understanding of business analysis principles and techniques. The exam covers a wide range of topics, including the role of the business analyst, the business analysis process, stakeholder analysis, and more. The certification is ideal for individuals who are new to the field of business analysis or those who want to enhance their skills and knowledge in this area.

BCS Foundation Certificate in Business Analysis Sample Questions (Q15-Q20):

NEW QUESTION # 53
Why should requirements be SMART?
A To ensure the requirement is unambiguously expressed
B To ensure the requirement requires decision support
C To ensure that the requirement is precisely defined
D To ensure that the requirement is well formed

Answer: D

NEW QUESTION # 54
Which of the following approaches is the variation of the Waterfall lifecycle that values simplicity the most between the analytical stages and the testing stages?
A Waterfall model
B Spiral model
C Unified process
D V model

Answer: D

NEW QUESTION # 55
Which stage in the waterfall model is considered as several separate stages in the V model?
A Design
B Testing
C Development
D Analysis

Answer: B

NEW QUESTION # 56
None of the following techniques can be used to pull together the results of an analysis of the external and internal business environment of an organization?
A Requirements audit

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WGU Operations Management (C215, VDC2) Sample Questions (Q36-Q41):

NEW QUESTION # 36

How do just-in-time (JIT) and lean systems add value?

- A. By reducing waste
- B. By improving lighting
- C. By enhancing responsibility
- D. By increasing simplicity

Answer: A

Explanation:

Just-in-time (JIT) and lean systems add value by reducing waste across all operational processes.

Lean Operations define value strictly from the customer's perspective. Any activity that does not add value to the product or service is considered waste (muda). JIT and lean systems systematically identify and eliminate this waste to improve efficiency, quality, and responsiveness.

Common types of waste targeted include:

- * Overproduction
- * Waiting time
- * Excess inventory
- * Unnecessary motion
- * Transportation
- * Defects and rework
- * Overprocessing

By reducing waste, organizations achieve:

- * Shorter lead times
- * Lower costs
- * Improved quality
- * Greater flexibility

Options such as improving lighting or enhancing responsibility may support efficiency indirectly but do not define the core value mechanism of JIT and lean systems. Increasing simplicity is a result of waste reduction, not the primary method.

Operations Management emphasizes waste elimination as the foundation of sustainable operational excellence, making option C the correct answer.

NEW QUESTION # 37

What is the name of the model that has been created to examine the four different supply chain perspectives of reliability, flexibility, expenses, and assets/utilization?

- A. SCOR (Supply Chain Operations Reference)
- B. SCAM (Supply Chain Accreditation Model)
- C. SCM (Supply Chain Metrics)
- D. RFEAU (Reliability Flexibility Expenses and Asset Utilization)

Answer: A

Explanation:

The SCOR (Supply Chain Operations Reference) model evaluates supply chains across four key dimensions: reliability, responsiveness/flexibility, cost, and asset utilization.

Developed by the Supply Chain Council, SCOR provides:

- * Standardized performance metrics
- * Best-practice process definitions
- * A common supply chain language

Operations Management uses SCOR to benchmark performance, identify gaps, and align supply chain strategy with business objectives.

The other options are not recognized industry models.

NEW QUESTION # 38

How does a just-in-time (JIT) system influence all functional areas within a company?

Choose 2 answers

- A. Companies develop new ways to generate revenue.
- B. Companies are able to reduce waste.
- C. Companies can participate when it is convenient.
- D. Companies' workers demonstrate intrinsic values.
- E. Companies enhance workers' ability to perform

Answer: A,B

Explanation:

A just-in-time (JIT) system influences all functional areas by reducing waste and developing new ways to generate revenue.

First, waste reduction is 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 enables new revenue-generation opportunities by 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 an enterprise-wide system, not a production-only method. Its benefits materialize only when all functional areas operate in synchronization.

NEW QUESTION # 39

A company manufactures shoes using a quality management system. The company needs to put a process in place to measure any defects. The company would like to measure the number of defects and observe the number of occurrences to isolate the particular defect. Which quality tool should the company use to focus on correcting this particular issue?

- A. Control chart
- B. Flowchart
- C. Scatter diagram
- D. Checklist

Answer: D

Explanation:

A checklist is the most appropriate quality tool when the objective is to count defects and track their frequency of occurrence.

Checklists are simple yet powerful tools used to collect structured data consistently. In this scenario, the shoe manufacturer wants to identify which defects occur most frequently (e.g., stitching errors, sole defects, size mismatches). A checklist allows inspectors to mark each occurrence systematically, enabling later analysis.

Why not the others?

- * Scatter diagrams analyze relationships between variables.
- * Control charts monitor process stability over time.
- * Flowcharts document process steps.

In Operations Management, checklists are often the first step in defect analysis. Once data is gathered using a checklist, other tools like Pareto charts or control charts can be applied for deeper analysis.

Checklists support continuous improvement by:

- * Ensuring consistency in inspections
- * Reducing human error
- * Providing factual data for decision-making
- * Enabling root-cause analysis

They are especially useful in early-stage quality investigations where the goal is visibility, not yet process control. By identifying

dominant defects, organizations can prioritize corrective actions efficiently.

NEW QUESTION # 40

A company is experiencing an unusual amount of deliveries that are either late or an incorrect quantity. Which type of system is used to identify and manage this type of problem?

- A. MRP (material requirements planning)
- B. ERP (enterprise resource planning)
- C. FMS (flexible manufacturing system)
- D. CRP (capacity requirements planning)

Answer: A

Explanation:

Comprehensive and Detailed Explanation (#280 words):

The correct system to identify and manage frequent issues such as late deliveries or incorrect quantities is MRP (Material Requirements Planning)(AnswerD).

MRP is designed to translate demand into detailed plans for what materials are needed, in what quantities, and when-and then to time-phased plan purchase and production orders accordingly. The document states that MRP combines detailed demand forecasts and actual requests, translates higher-level forecasts into more detailed requirements, and tracks customer requests. It also emphasizes that the MPS (which sets specific dates) is used to plan material requirements.

When deliveries are late or wrong quantities are shipped, a frequent root cause is that materials were not available when needed, orders were not released correctly, or priorities were mismanaged. MRP directly addresses these by:

- * Exploding bills of materials into components
- * Time-phasing planned orders
- * Coordinating purchasing and production schedules
- * Updating plans when demand or system status changes

ERP is broader (enterprise-wide integration), CRP focuses on comparing capacity vs workloads, and FMS is a production technology-not a planning system for material timing and quantities. Because the symptoms described are classic planning/coordination failures in materials and order timing, MRP is the best fit.

NEW QUESTION # 41

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