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Operations Management C215 Study Guide

Competency 1: Quality Management Methods (16%)

Chapter 5: Total Quality Management

- **Total Quality management (TQM) Philosophy**
 - TQM focuses on identifying quality problem root causes
 - Encompasses the entire organization
 - Involves the technical as well as people
 - Relies on seven basic concepts of
 - Customer focus
 - Continuous improvement
 - Employee empowerment
 - Use of quality tools
 - Product design
 - Process Management
 - Managing supplier quantity
- **Quality Gurus and their contributions to TQM**
 - **Walter A. Shewhart:** Contributed to understanding of process variability. Developed concept of statistical control charts.
 - **W. Edwards Deming:** Stressed management's responsibility for quality. Developed "14 Points" to guide companies into quality improvement
 - **Joseph M. Juran:** Defined quality as "fitness for use" and developed concept of cost of quality.
 - **Armand V. Feigenbaum:** Introduced concept of total quality control.
 - **Philip B. Crosby:** Coined phrase "quality is free" and introduced concept of zero defects.
 - **Kaoru Ishikawa:** Developed cause and effect diagrams. Identified concept of "internal customer."
 - **Genichi Taguchi:** Focused on product design quality. Developed Taguchi loss function.
- **Definitions of Quality**
 - **Conformance to Specifications:** How well a product or service meets the targets and tolerances set by designers
 - **Fitness for Use:** How well the product performs its intended purpose or use.
 - **Value for Price Paid:** Quality defined in terms of consumer's perception of usefulness of service or product related to prices paid.
 - **Support Services:** Quality defined in terms of the support provided after the product or service is purchased
 - **Psychological Criteria:** Way of dealing quality, focuses on the judgmental evaluation of what constitutes product or service excellence
- **Four Costs of Quality**
 - **Prevention and Appraisal:** Costs that are incurred to prevent poor quality
 - **Internal and External Failure:** Costs that the company hopes to prevent

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WGU Operations Management (C215, VDC2) Sample Questions (Q29-Q34):

NEW QUESTION # 29

What are two reasons a company might be hesitant to provide overtime as a capacity-based option?

Choose 2 answers

- A. Overtime is typically a 50% wage premium.
- B. Overtime decreases the labor cost per unit.
- C. Overtime results in a buildup of excess inventory.
- D. Overtime is not a long-term solution.

Answer: A,D

Explanation:

Companies may hesitate to use overtime because it is not a long-term solution and it carries a wage premium, typically around 50% higher than regular pay.

Overtime can quickly increase capacity, but prolonged use leads to:

- * Employee fatigue
- * Quality deterioration
- * Increased absenteeism
- * Higher error rates

Additionally, overtime raises labor costs substantially, increasing unit production cost and reducing profitability.

The incorrect options are misleading:

- * Overtime does not necessarily build excess inventory
- * Overtime increases, not decreases, labor cost per unit

Operations Management views overtime as a temporary capacity buffer, appropriate for short demand spikes but risky if used continuously.

NEW QUESTION # 30

Which quality control tool should be used to monitor the current status or end result of a process?

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

Answer: D

Explanation:

A control chart is the primary quality control tool used to monitor the current status and end results of a process over time.

Control charts, a core component of Statistical 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 is stable 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:

- * Checklists collect data
- * Flowcharts map processes
- * Scatter diagrams analyze correlations

Operations Management emphasizes control charts because they support process-based quality, aligning with TQM and Six Sigma philosophies. Instead of fixing defects after they occur, organizations can intervene 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 # 31

What is a major factor in the decision to locate a business near its primary market territory?

- A. Proximity to customers
- B. Proximity to labor
- C. Proximity to a community center
- D. Proximity to parks

Answer: A

Explanation:

Comprehensive and Detailed Explanation (#250 words):

The dominant factor in locating a business near its primary market territory is proximity to customers.

From an Operations Management perspective, closeness to customers:

- * Reduces transportation and delivery time
- * Improves service responsiveness
- * Enhances customer satisfaction
- * Supports demand growth

This is especially critical for service organizations and distribution-intensive businesses, where customer access and speed are competitive advantages.

While proximity to labor is important, it does not define market territory. Community centers and parks are not operational drivers.

Locating near customers aligns capacity with demand, minimizes logistics complexity, and strengthens market presence.

NEW QUESTION # 32

What is a key factor of a location analysis for a service company?

- A. Best operation level
- B. Effective capacity
- C. Proximity to customers
- D. Relations with community

Answer: C

Explanation:

Comprehensive and Detailed Explanation (#250 words):

The most critical factor in a service company's location analysis is proximity to customers.

Service operations differ fundamentally from manufacturing because the service is often produced and consumed simultaneously. As a result, customer access, convenience, and responsiveness are central determinants of demand and satisfaction.

From an Operations Management perspective, proximity to customers:

- * Reduces waiting and travel time
- * Increases service usage frequency
- * Improves customer perception of reliability and availability
- * Enables faster response to service failures

Examples include healthcare facilities, retail stores, hospitality, and professional services. In all cases, distance acts as a demand deterrent.

The other options are secondary:

- * Community relations are important but not decisive
 - * Best operating level and effective capacity are internal capacity measures, not location drivers
- Thus, service location strategy prioritizes market access over production efficiency, reinforcing customer-centric operations.

NEW QUESTION # 33

Which two capacity measurement concepts should a firm consider when conducting a location analysis?

Choose 2 answers

- A. Proximity to sources of supply

- B. Building employee relations
- C. Throughput time
- D. Site considerations

Answer: A,D

Explanation:

When conducting a location analysis, firms must consider proximity to sources of supply and site considerations as key capacity-related factors.

Proximity to sources of supply affects:

- * Transportation cost and reliability
- * Lead times
- * Inventory requirements
- * Production continuity

Reliable supply access directly influences effective capacity by reducing disruptions and variability.

Site considerations include:

- * Land availability and cost
- * Infrastructure and utilities
- * Expansion potential
- * Zoning and regulatory constraints

These factors determine how much capacity can be installed, expanded, and operated efficiently over time.

The other options are less relevant:

- * Throughput time is a process performance metric
- * Employee relations are important but not capacity measurement concepts Operations Management emphasizes that capacity decisions are long-term and capital-intensive. Poor location choices constrain future capacity, flexibility, and growth.

NEW QUESTION # 34

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