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OPERATIONS OA ACTUAL EXAM  
STUDY GUIDE 2025/2026  
COMPLETE QUESTIONS WITH  
CORRECT DETAILED ANSWERS ||  
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1. Operations management - ANSWER ✓ The systematic design, direction, and control of processes that transform inputs into services and products for internal, as well as external, customers
2. 3 core issues of ops management - ANSWER ✓ Customer value, process design analysis, continuous improvement of operations
3. 5 dimensions of service quality - ANSWER ✓ reliability, responsiveness, assurance, empathy, tangibles
4. Triple bottom line - ANSWER ✓ A framework for measuring and reporting corporate performance against economic, social, and environmental parameters.
5. Service profit chain - ANSWER ✓ A model that shows the relationships between employee satisfaction, customer satisfaction, customer retention, value creation, and profitability.

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## WGU Operations Management (C215, VDC2) Sample Questions (Q24-Q29):

### NEW QUESTION # 24

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**

Explanation:

Comprehensive and Detailed Explanation (#270 words):

In capacity and aggregate planning, "duration of the change" refers to how long the organization expects to operate at a different capacity level—higher or lower than normal. This is exactly what option A states.

In operations planning, managers must decide not only how much capacity to change, but also for how long the 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 # 25

Which design work system minimizes repetitiveness in tasks by assigning employees the role of planning and scheduling?

- A. Job rating
- B. Job entitlement
- C. Job rotation
- D. Job enrichment

**Answer: D**

Explanation:

Job enrichment minimizes task repetitiveness by expanding employee responsibilities to include planning, scheduling, decision-making, and problem-solving.

In Operations Management, job enrichment increases the depth 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 rotation increases task variety but does not add responsibility
- \* Job entitlement and job rating are 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 # 26

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

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

**Answer: A**

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 # 27

In which organizational layout would one expect to see items arranged by type?

- A. Hybrid
- B. Process
- C. Fixed
- D. Product

**Answer: B**

Explanation:

Comprehensive and Detailed Explanation (#250 words):

A process layout arranges items by 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 layout arranges items by sequence of operations
- \* Fixed layout keeps the product stationary (e.g., construction)
- \* Hybrid layout combines 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 # 28

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. Reward employees; motivate staff performance; manage operations planned changes
- **C. Enhance competition; understand consumer preferences; maintain communication with operations**
- D. Review and recommend product changes; satisfy customer needs; open communication

**Answer: C**

Explanation:

In Total Quality Management (TQM), marketing plays a critical boundary-spanning role between 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 for identifying 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 is ongoing 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 # 29

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