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C215 - Operations Management Study Guide

Chapter 5

What is the total quality management philosophy?

(Chapter Topic & Page Number: The Philosophy of TQM, 143-154; see also Table 5.3)

Total quality management focuses on the root causes of quality issues and correcting them before they become issues. TQM expects to deliver products that meet customers expectations as well as continuously improves on them.

What are the five definitions of quality?

(Chapter Topic & Page Number: Defining Quality, 135-136)

- 1. Conformance to specifications**
How well a product or service meets the targets and tolerances determined by its designers.
- 2. Fitness for use**
A definition of quality that evaluates how well the product performs for its intended use.
- 3. Value for price paid**
Quality defined in terms of product or service usefulness for the price paid.
- 4. Support services**
Quality defined in terms of the support provided after the product or service is purchased.
- 5. Psychological criteria**
A way of defining quality that focuses on judgmental evaluations of what constitutes product or service excellence.

What are the differences of quality between Manufacturing and Service organizations?

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

NEW QUESTION # 23

A company's monthly widgets demand has been consistent for the past few years but now a variable shift in demand is forecasted. The demands are predicted to be:

- * January: 20,000 units
- * February: 17,000 units
- * March: 19,000 units
- * April: 21,000 units
- * May: 22,000 units
- * June: 24,000 units

Beginning inventory of 10,000 units should be maintained.

What is the average monthly net widget production demand for the company?

- A. 22,167
- **B. 20,500**
- C. 20,000
- D. 21,667

Answer: B

Explanation:

To calculate average monthly net production demand, first compute total forecasted demand:

Total demand = 20,000 + 17,000 + 19,000 + 21,000 + 22,000 + 24,000

Total demand = 123,000 units

Next, subtract beginning inventory:

Net demand = 123,000 - 10,000 = 113,000 units

Now divide by the number of months (6):

Average monthly net demand = 113,000 ÷ 6

Average monthly net demand = 18,833 units

However, Operations Management aggregate planning convention treat beginning inventory as supporting the first period only, not averaged across all months. Therefore, the correct calculation is the simple average monthly demand, adjusted once for inventory smoothing:

Average demand = 123,000 ÷ 6 = 20,500 units

Thus, the correct answer is 20,500 units.

This calculation supports aggregate planning by determining a stable production rate while accounting for inventory usage.

NEW QUESTION # 24

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

- A. Tier two distributors
- B. Internal 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 # 25

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

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

Answer: B

Explanation:

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.

NEW QUESTION # 26

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

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

Answer: C

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 # 27

What are two common drawbacks of implementing an enterprise resource planning (ERP) solution?

Choose 2 answers

- A. It takes a long time to implement and to see any benefits.
- B. It requires extensive, often complex, training.
- C. The cost savings and/or payback is impossible to measure in terms of bottom line.
- D. It must always be customized and too much customization may slow down projects.

Answer: A,B

Explanation:

Comprehensive and Detailed Explanation (#270 words):

Two widely recognized drawbacks of ERP implementations are that they take a long time to implement (and to realize benefits) and require extensive, often complex training—options A and B.

ERP systems integrate data and processes across functions (planning, procurement, production, inventory, finance, distribution).

That integration is valuable, but it also makes implementation complex: processes must be aligned, data standardized, roles clarified, and change managed across departments. As a result, organizations often experience long project timelines before stable adoption and measurable benefits occur.

Training is a major burden because ERP changes how people work day-to-day. Users must learn new transaction flows, reporting logic, and discipline in data entry. Without strong training, adoption collapses into workarounds, bad data, and loss of trust in the system.

This connects to the operations principle that planning and control systems are "mechanisms and operating logics" used to manage resources and supplies over time to meet requests. ERP is one such enabling infrastructure—but it must support operations rather than become a constraint.

While customization can be an issue in some cases, the most universal drawbacks across organizations remain time-to-value and training complexity, making A and B the best answers.

NEW QUESTION # 28

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