

The University of Nottingham

BUSINESS SCHOOL

A LEVEL 1 MODULE, RESIT 2019-2020

MANAGING OPERATIONS IN THE DIGITAL ENTERPRISE

Time allowed: take home exam, check Moodle for time window

***Answer TWENTY FIVE multiple choice questions.
Each question is worth 4 marks.***

ADDITIONAL MATERIAL: NONE

1. Which of the following **is not** a factor that can significantly reduce TTM of a product or service?
 - A. Simultaneous development of the various stages in the overall process
 - B. Project-based organizational structures
 - C. Crowdsourcing
 - D. Early conflict resolution

2. The screening of designs should include ____ criteria.
 - A. Feasibility, profitability and acceptability
 - B. Adaptability, profitability and feasibility
 - C. Suitability, acceptability and feasibility
 - D. Vulnerability, feasibility and acceptability

3. Different types of process technology **do not** usually process the following:
 - A. Orders
 - B. Information
 - C. Customers
 - D. Materials

4. Which of the following entities is an example of incremental innovation?
 - A. Internet
 - B. Steam engine
 - C. The latest model of iPhone
 - D. Computers

5. Which of the following statements **does not** accurately describe Operations Management
 - A. It is solely concerned with the management of people and money in an organisation
 - B. It describes management of resources towards the production and delivery of products and services
 - C. It applies to all organisations, across all sectors
 - D. It aims to add value to customers

6. Why are new business models need for new digital technologies?
 - A. New technologies reform the value chain
 - B. New technologies change business processes
 - C. New technologies bring new benefits
 - D. All of the above

7. What are the elements of the socio-technical view of information system?
- A. People, technology, task, structure
 - B. Technology, systems, task, strategy
 - C. Task, strategy, process, people
 - D. People, technology, task, architecture
8. When capacity is relatively fixed, services are sold in advance, and the marginal cost of making a sale is relatively low, which of the following capacity plans may be the most appropriate?
- A. Level capacity plan
 - B. Chase demand plan
 - C. Yield management
 - D. Mixed plans
9. Which of these **is not** a flow included in the definition of supply chain by Mentzer et al.?
- A. Customers
 - B. Information
 - C. Data
 - D. Money
10. Please calculate the utilization and efficiency of the process based on the following information.
- Design capacity: 84 units/hour
Planned losses: 12 units/hour
Actual output: 65 units/hour
- A. 78%; 90%
 - B. 77%; 90%
 - C. 68%; 83%
 - D. 77%; 84%
11. The purchasing department of an organisation **is not** likely to be involved in:
- A. The design of products and services to satisfy customers' wants and needs
 - B. The negotiation of raw material prices with suppliers
 - C. The drafting of contracts including item specification and delivery date
 - D. The selection of appropriate suppliers

12. Consumer satisfaction is likely to be improved by the following actions of service providers EXCEPT for ____.
- A. Giving sufficient justification for waiting
 - B. Using appointment systems
 - C. Making early contacts with customers
 - D. Using parallel queues
13. Which of the following statement about the Customer Contact Services Location Matrix is NOT true?
- A. Developed by Barnes which contains four types of front-office service considering the movements of the user and service provider.
 - B. Demander-located services move the service provider to the location of the customer.
 - C. Peripatetic services do not require the user and service provider to physically come to the same place.
 - D. Provider-located services require the movement of the user to the location of the service provider.
14. Which is the primary reason why inventories exist?
- A. The cost of inventory is relatively low.
 - B. There is a difference in the timing or rate of supply and demand.
 - C. Inventory does not become obsolete.
 - D. It is cheaper to produce in bulk.
15. Inventory used to compensate for the uncertainties inherent in the timing or rate of supply and demand is known as:
- A. Buffer inventory
 - B. Cycle inventory
 - C. Anticipation inventory
 - D. Pipeline inventory
16. A travel agency specialises in tailor-made luxury holidays and is therefore giving particular emphasis to which performance objective?
- A. Delivery Speed
 - B. Quality
 - C. Dependability
 - D. Cost

17. Which functions are mainly responsible for ensuring that the internal specification of the product or service meets its intended concept or design?
- A. Marketing and finance
 - B. Operations and human resources
 - C. Marketing and operations
 - D. Marketing and human resources
18. Which of the following is NOT an example of external failure cost?
- A. Guarantee and warranty costs
 - B. The scrap cost of poor quality parts that must be discarded
 - C. Loss of customer goodwill affecting future business
 - D. The cost of handling and replacing poor-quality products
19. An optimistic forecast of sales can lead to all the following **except**
- A. Excessive inventory of finished products
 - B. The sale of finished products at a loss
 - C. Over-usage of plant's capacity
 - D. Lost customer orders and resulting poor relationships with customers
20. Risk management involves which of the following activities ____.
- A. Understanding what failures could occur and preventing them
 - B. Minimizing the negative effect of failures
 - C. Recovering from failures when they do occur
 - D. All of above
21. The Lean Philosophy is
- A. Concerned with the elimination of non-value added activities from the entire supply chain
 - B. Only relevant and applicable to service sector operations
 - C. Often used as a synonym of inventory classification system
 - D. Not about understanding how inventory could be better managed
22. Organisations operating within the same sector (e.g. two restaurants)
- A. Will exhibit the same characteristics
 - B. Can differ over four dimensions of visibility, volume, variety and variation
 - C. Can differ over four dimensions of visibility, velocity, variety and variation
 - D. Will only differ over the visibility and variety dimensions

23. You are asked to compare McDonald's and a gastro pub's operations using a polar diagram. You identify that McDonalds gives higher relative importance to the following performance objectives:
- A. Speed and Quality
 - B. Visibility and Dependability
 - C. Cost and Speed
 - D. Quality and Cost
24. Which of the following statements most accurately describes the service and manufacturing sectors?
- A. In manufacturing organisations, customers themselves are the primary inputs to the transformation processes
 - B. In service operations there is generally more contact with customers
 - C. Most service operations prioritise cost over quality
 - D. There is no need for manufacturing to compete on international markets
25. In a situation where a buyer is faced with limited sources of supplies for an item, it is possible to say that:
- A. The buyer has a high level of power over the supplier
 - B. The item is a leverage item
 - C. The buyer's dependence on the supplier is high
 - D. The profit impact is high