

4. Which of these set of characteristics represent the ideals for yield management?. Single choice.

(1 Point)

- ☐ Variable capacity, perishable inventory, low capacity change cost and product booked in advance
- ☒ Fixed capacity, perishable inventory, high capacity change cost, ability to segment markets, fluctuating demand and product booked or sold in advance
- ☐ Perishable inventory, high capacity change cost, product sold after its use and fixed demand
- ☐ Fixed capacity, perishable inventory, low capacity change cost and ability to segment markets

5. In a grocery store, there are 4 people waiting in line for the payment. There are 3 cash counters and the service rate of each cashier is 2 people every 10 minutes. The clients are served by the two cashiers following a FIFO approach in one single line. What is the queue configuration?. Single choice.

(1 Point)

- ☐ 3M/M/1
- ☒ MM3
- ☐ MM4
- ☐ 3MM3

6. In a COVID testing clinic, a patient enters the waiting area then the testing area then the payment area. Which is the average number of patients in the clinic knowing that the average number of people in each of the areas are 2, 3 and 4 respectively ?. Single choice.

(1 Point)

- ☐ max of all $L_s = 4$
- ☒ $L_s = 2 + 3 + 4 = 9$
- ☐ $L_s = 2 * 3 * 4 = 24$
- ☐ $L_s = (2 + 3 + 4) / 3 = 3$

7. In a bar, the barman is able to serve 2 people every 8 minutes. The arrival rate of clients has been estimated to be around 10 people every hour. Estimate the saturation of the barman.. Single choice.

(1 Point)

- ☐ 0.5
- ☐ 0.2
- ☐ 1.5
- ☒ 0.67

8. Choose the correct sentence:. Single choice.

(1 Point)

- ☐ The no-show phenomena characterises only discounted price customers
- ☐ The no-show phenomena characterises only full price customers
- ☒ The no-show phenomena could characterise both full and discounted price customers

☐ The no-show phenomena cannot be managed with the overbooking

9.What are the benefits of small scale capacity increments compared to big scale increments?. Single choice.

(1 Point)

- ☐ Financing availability
- ☐ Economies of scale
- ☐ Over utilisation costs
- ☒ None of the answers

10.In the service industry, the level of satisfaction of a customer has been defined:. Single choice.

(1 Point)

- ☒ As the difference between perception and expectation
- ☐ By the experience and the outcome
- ☐ By the experience
- ☐ As the difference between the expectation and the service price

11.Which managerial and organizational elements strengthen the concept of Shouldice?. Single choice.

(1 Point)

- ☐ Being able to provide the Hernia surgery in day hospital (short and predictable time).
- ☒ Presentation on the surgery held by the medical staff to patients and the possibility for the patients to meet both employees and other patients in the canteen to share experience.
- ☒ Making patients wait a long time before being accepted by the hospital (long queue) in order to make them aware of the value of the service provided.
- ☐ Frequent interviews to patients not satisfied by other hospitals in better defining operations.

12.The impact of Heijunka box is:. Single choice.

(1 Point)

- ☐ Creating continuous flow
- ☐ Increasing safety stocks
- ☒ Reducing bullwhip effect
- ☐ Reducing setups

13.How would you compute "variability"?. Single choice.

(1 Point)

- ☒ The difference between the average value and the actual value
- ☐ The difference between the average value and the forecasted value
- ☐ The difference between the actual value and the forecasted value
- ☐ None of the previous

14.Which characteristic belongs to a professional service shop compared to mass service?. Single choice.

(1 Point)

- ☐ Attention to price
- ☒ Attention to customer specific requirements

- ☐ Attention to quantity
- ☐ Process innovation

15. In the HQ case, which lever should you implement in order to improve cost performance?. Single choice.

(1 Point)

- ☐ Split production capacity in many small machines.
- ☒ Launch production of big batches in order to reduce setups.
- ☐ Increase capacity in order to adsorb variability through extra-capacity.
- ☐ Decrease automation grade.

16. In a service company, which benefits does centralization of back-office activities give?. Single choice.

(1 Point)

- ☐ Shorter lead-times
- ☒ Less volume variability
- ☐ Activities overlapping
- ☐ Greater Flexibility

17. What are the service product characteristics?. Single choice.

(1 Point)

- ☐ Simultaneity, Heterogeneity, Invisibility, Customer Involvement in the service process, Perishability
- ☒ Intangibility, Simultaneity, Heterogeneity, Customer Involvement in the service process, Perishability
- ☐ Simultaneity, Customer Participation, Homogeneity, Perishability
- ☐ Perishability, Intangibility, Time Consuming, Homogeneity, Customer participation

18. Considering a theme park service company, which of the following options could be considered an outcome of the company?. Single choice.

(1 Point)

- ☐ food outlets, toilets and white knuckle rides
- ☐ easy parking, lots of rides and fun time
- ☒ good food and 18 rides used
- ☐ helpful staff, never a dull moment and enjoyable attractions

19. In the HQ case, which of the following is not a consistent decision according to the consolidated market?. Single choice.

(1 Point)

- ☒ Incentives systems based on quality conformance and delivery speed objectives.
- ☐ Customer base made of few big customers.
- ☐ Meeting the demand according to MTS logic.
- ☐ Work procedures strictly recommended.

20. You are a manager of a restaurant; if your service process (output) is affected by variability, which lever do you invest in?. Single choice.

(1 Point)

- ☐ Standardization of activities
- ☐ Reservation system
- ☐ Increasing customer participation in the process
- ☐ Promotion

21."Station 1, Station 2 and Station 3 are part of the same line and they are decoupled by stocks, given the following data, indicate the correct answer:
 Time available= 20hours/day Cycle time (station 1)=22 seconds/piece Cycle time (station 2)=25 seconds/piece Cycle time (Station 3)=24 seconds/piece
 Availability 90% for station 1 and 100% for the others ". Single choice.

(1 Point)

- ☐ The daily production capacity is 2880 pieces/day
- ☐ The daily production capacity is 3000 pieces/day
- ☐ The daily production capacity is 2945 pieces/day
- ☐ All the answers are wrong

22.In a multiple queueing system, which are the benefits of centralization of back-office activities?. Single choice.

(1 Point)

- ☐ Shortening of lead-time
- ☐ Increasing of flexibility
- ☐ Higher specialization
- ☐ Increasing customization

23.For the passport control, Malpensa airport adopts a single queue configuration while Istanbul airport adopts multiple queue configuration. Considering the same number of servers, choose the correct answer. Single choice.

(1 Point)

- ☐ Malpensa's average throughput time is longer and no balking happens
- ☐ In either airports, no passenger enters and leaves without being served, but Istanbul's configuration scares passengers
- ☐ Istanbul focuses more on improving customer perception while Malpensa focuses more on FCFS to try to reduce the overall waiting time.
- ☐ Diversification of the service is more important for Malpensa than for Istanbul

24.What are the "CONs" of the leading strategy for capacity management?. Single choice.

(1 Point)

- ☐ outbound cash flow, higher impact from overestimating demand, higher production costs
- ☐ lower impact of unforeseen events, high plant utilization, better delivery reliability
- ☐ lower production costs, lower impact from overestimating demand, high plant utilization
- ☐ lower impact of unforeseen events and underestimating demand, spare parts capacity, better delivery reliability

25. According to KDAM (Key Decisional Area matrix), DHL transport services belongs to cluster. Single choice.

(1 Point)

- ☐ Service project
- ☒ Service factory
- ☐ DIY service
- ☐ Service partnership

26. DECAF conditions analysis supports manager in:. Single choice.

(1 Point)

- ☐ Increasing availability of a cell
- ☐ Defining optimal level of stocks
- ☐ Improving planning of production
- ☒ Understanding gap for creating continuous flow

27. Consider a manufacturing company producing machine tools and define which activity is value adding.. Single choice.

(1 Point)

- ☒ Inserting a ball bearing on its shaft
- ☐ Planning internal and external operators' activities for the next week
- ☐ Testing a product before sending it to the customer
- ☐ Bringing the electric motors from the warehouse to the place where the machine tool is assembled

28. Considering a production line, if you want to improve flexibility of planning, which lean technique do you execute?. Single choice.

(1 Point)

- ☐ Value stream mapping
- ☒ Kanban
- ☐ SMED
- ☐ 5S

29. Shouldice Hospital plays mainly on two main levers to provide customers with such a high well-recognized value. Which are those levers?. Single choice.

(1 Point)

- ☐ High specialization and low price.
- ☐ Low price and high competences of its own employees.
- ☐ High competences of its own employees that enable Shouldice to deliver above-average quality.
- ☒ High specialization (only one surgery) and high competences of its own employees.

30. PDCA is a methodology for. Single choice.

(1 Point)

- ☒ adopting scientific approach in problem setting and problem solving
- ☐ reducing level of stocks in production department
- ☐ optimizing space occupied in assembly line

- ☐ reducing time for implementing new solutions

31. Considering a R&D department led by Lean Innovation concepts, which is the most probable context you can find?: Single choice.

(1 Point)

- ☐ Pushing for perfect learning, launching product on the market only when all the features are completed
- ☒ Pushing for fast learning through many small iterative projects
- ☐ Pushing for fast learning with very big teams in order to have more resources on the same projects
- ☐ Teams working at the same time on more projects in parallel

32. The assembly stage of Ryccar Spa company processes 5 variants of bikes and works 1350 min/day. Average demand is equal to 50 bikes/day. Assembly stage is fully dedicated and its availability is 75%. Cycle time to assemble bikes is 18min/bike. Assembly stage requires a setup every time the variant change. Changeover time is equal to 35min/setup. Which of the following EPE for the assembly stage is the correct one?: Single choice.

(2 Points)

- ☐ EPE= 0,79 days
- ☐ EPE= 1,45 days
- ☐ EPE= 0,38 days
- ☒ EPE= 1,16 days

33. Shouldice Case represents a "best practice" of alignment between market and operations. How is its concept built?: Single choice.

(1 Point)

- ☐ Shouldice hospital built its concept on the short and predictable time required to patients to recover from hernia surgery.
- ☒ The concept of Shouldice hospital is based on both outcome and experience provided to the patients.
- ☐ The concept of Shouldice hospital is based on the low price for hernia surgery compared to competitors.
- ☐ Shouldice hospital built its concept on the outcome, namely the high success rate in the hernia surgery.

34. Choose the one correct answer: Single choice.

(1 Point)

- ☒ Cost of Underestimation represents the lost revenues associated with reserving too few seats as full fare
- ☐ Cost of Underestimation represents the lost revenue associated with reserving too few seats as discounted fare
- ☐ Cost of underestimation represents the cost of reserving too many seats at full fare. As if the empty full-fare seat could have been sold at the discounted price.
- ☐ Cost of Underestimation represents the lost profit associated with reserving too few seats as discounted fare

35. Shouldice hospital is facing an increase in demand that is not able to fulfill with the actual capacity. Which are the possible alternatives?. Single choice.

(1 Point)

- ☐ Increasing the internal capacity (extending doctors working hours, opening on Saturdays, hiring new doctors), opening a second clinic (even outside Canada) or starting a collaboration with other clinics.
- ☒ Extending the doctors working hours or working on Saturdays with already existing staff or opening a second clinic (even outside Canada).
- ☐ Having a mismatch between demand and capacity is done on purpose, so thus no alternatives are evaluated.
- ☐ Hiring new doctors and staff to increase the internal capacity of the hospital.

36. Which characteristic belongs to a performance that is classified as Order Loser?. Single choice.

(1 Point)

- ☐ Company's quality performance is very good
- ☐ If company's performance improves, the company has a competitive advantage against competitors
- ☒ Company is excluded as potential supplier by customers
- ☐ The performance defines the competitive advantage of the company

37. In HQ case, on which performance does the choice of investing in a small number of big machines impact?. Single choice.

(1 Point)

- ☒ Lower flexibility of plan thanks to lower number of required setups.
- ☐ Higher price thanks to low number of employees needed.
- ☐ Higher speed (time) thanks to shorter cycle time.
- ☐ Higher quality of design thanks to better settings of machines.

38. In front of a theater, 10 people are waiting for the hostess to be admitted to the show. In one minute she is able to check the ticket of the customer and admit him to the show. What is the distribution that best describes the service process in this situation?. Single choice.

(1 Point)

- ☐ Normal
- ☐ Poisson
- ☒ Negative Exponential
- ☐ Standard Normal

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