



Operations Management

Checkpoint Questions

Week 01

1. Which Functions are parts of Operations?
2. Which different types of goods flow in the Supply Chain?
3. What else flows in the Supply Chain?
4. Which are the 6 "rights" of Logistics?
5. What are the basic elements in a "process view" of business?
6. What is the meaning of PDCA?
7. What does "conformity" mean?
8. Who defines the needed level of Quality in a product?
9. ISO 9000 started the Quality Revolution in the Western world (Y/N)
10. Is ISO 9000 about conformity or about excellence?
11. Why were the Americans so confident of their manufacturing superiority?
12. Which were the two "evils" for Deming?

Week 02

1. What is the purpose of an ABC analysis?
2. How to manage differently "A" parts/ Clients/ Suppliers from "C" ones?
3. What is an Article Cube?
4. Mention the key Market challenges for manufacturing companies



5. What is a Quality Policy? Does it tell if a company is excellent?
6. What tells that a company is on the path to excellence?
7. What needs to be the "right one" for a Company to be excellent in the long run?
8. What have Vision and Strategy to do with Excellence?
9. Why applying repeatedly the PDCA cycle?
10. Where in PDCA is the stabilisation phase, making changes a part of the routine work?
11. Which Tool helps setting Action plans coherent with the company strategy?
12. What use has a self-assessment? Is it precise enough as analysis tool?
13. What charts are best to show self-assessment results?
14. Mention the key Kaizen conduct rules

Week 03

1. Why outsource in and/or outbound Logistics?
2. Which transportation means is more relevant globally?
3. What are the advantages & disadvantages of the 4 transportation means?
4. How to store bulk items? And small items? How to protect them?
5. What are the 4 categories of Inventory in a Plant?
6. What are Obsolesces?
7. Who tells you lots of useful information that helps you improve your sales?



8. How to measure Customer Satisfaction?
9. What is the Customer Activity Cycle?
10. Why reviewing & recording product requirements is stressed by ISO9001?
11. 20% of products generate 80% of margin: what to do with the rest 80%?
12. What Tool helps capture Customer needs and bring them into Product and Process specifications?
13. Which are the main activities performed in Inbound & Outbound Logistics?

Week 04

1. What does a Customer measure about the performance of a supplier?
2. Are customer audits a substitute for ISO9001 audits ?
3. The Safety Stock covers the demand during lead time (Y/N)
4. How is the Reorder Point determined?
5. How much is "Available to promise" to customers?
6. Why are periodic physical inventory counts necessary?
7. How is the Safety stock calculated ?
8. Disadvantages of Automated Guided Vehicles
9. Risks with fork lifts in a factory
10. Mention different ways and tools for moving goods in a plant
11. What is the purpose of product traceability?



12. What is the fishbone diagram? How is it used?

Week 05

1. What data are necessary to execute a MRP?
2. What if we cannot satisfy the planned Lead Time?
3. What can go wrong in planning materials needs?
4. What is the value of a Customer complaint system? Which are its main elements?
5. What data are reported on a CAR or 8D report?
6. What is pegging?
7. Why is a Customer complaint system relevant for Operations?
8. Why knowing the Customer Activity Cycle is valuable?

Week 06

1. Mention the main processes in R&D
2. What is the purpose of the Product Development process?
3. Who should be responsible for Products, from cradle to grave?
4. Who is responsible for the Development phase of products?
5. Mention the activities required to set up and execute a Project
6. What is a Work Breakdown Structure?
7. What is the advantage of Quality/Stage Gates?
8. What are some typical pitfalls in Project management?



9. Which are the conflicting goals of a project?
10. What is the meaning and which the reference values of C_{pk} ?
11. Mention criteria one can use to select and prioritize innovation ideas
12. Why managing Product development on Platforms?
13. Mention advantages and disadvantages of FMEA
14. What is Advanced Product Quality Planning?
15. What is the difference between Creativity and Innovation?
16. Is the business plan done before or after the Prototyping phase?
17. Mention some methods that help in the generation/ discussion of ideas

Week 07

1. What % of costs is on average influenced by Purchasing in an industrial company?
2. Which are the essential elements of the Purchasing process?
3. What is the difference between a Buyer, a Category specialist, a Lead Buyer?
4. Describe the 3 way check & responsibilities
5. How is Purchasing organised? (traditional & evolved structure)
6. What is the Purchasing Managers' Index? Why is it useful?
7. Describe the 4 classes of the purchasing matrix
8. Who is the best purchaser for each of the 4 purch. classes?



9. Advantages and disadvantages of Purchasing Auctions

10. Why try to standardise purchases?

Week 08

1. List the 7 deadly wastes
2. What is the meaning of "value adding activity"?
3. List the "5S" steps (in english)
4. Where can you obtain information about suppliers or competitors?
5. What is Market Intelligence and what are its advantages?
6. What is "breach of warranty"? And which are the 3 categories of product defects for which a manufacturer is liable?
7. What is Cycle Time? Takt Time? Lead time? What is their difference?
8. List and explain the 4 basic production types
9. For a successful 5S, managers must allow workers to take
10. What are the two evils in Production? (remember Deming)
11. Why Japan embarked into Kaizen?
12. What are the principles of the Toyota Production System?
13. What differs between traditional production and the Toyota way?

Week 09

1. Put in relation Takt time and Lead time
2. What are the advantages of a U-Cell?
3. What is production levelling?
4. Why is 1 piece flow better?
5. Describe how Kanban works
6. To manage constraints I have first to identify the _____



7. What can I understand and then do with a Current-state Value Stream Map?
8. What minimum information is needed on a Kanban card?
9. Describe the differences between traditional production planning (in “push” mode) and the “pull” mode
10. What is OEE? Which are its 3 components?
11. What is the ratio Standard Cycle Time/ Actual Cycle Time?

Week 10

1. Can a Future-state VS map be very different from the current?
2. Once identified a bottleneck: what to do?
3. Can you draw examples of cycle time charts on your own?
4. Why should Cycle time always be reasonably lower than Takt time?
5. What is a Focused factory?
6. What are SAWT?
7. Which Tool to use if changeover of production takes too long?
8. Which Tool helps prevent occurrence of mistakes in production?
9. Provide examples of Visual management
10. Why are standards needed? Give examples
11. What is mandatory to do regularly on measuring tools used in production?
12. What is the use of Information Boards?



13. What is the target of VA/VE?

14. Production improvements can be up to 10% (True/ False)

Week 11

1. Which TPS tools are enablers for 1 piece flow? _ _ _ _ / _ _ _
2. Kaizen applies to production environment, not to services nor offices: T/F
3. Biggest contribution to Kaizen comes from top educated people: T/F
4. What are the major hurdles for big Kaizen projects ?
5. What is the role of Communication in a Kaizen initiative?
6. You are nominated Kaizen responsible: what will you make sure to obtain?
7. TPM means? Who is asked to perform TPM tasks?
8. Give examples for Costs of non-quality
9. Safety is the responsibility of each individual in a plant T/F
10. What are the main categories/ root causes of safety accidents?
11. What is a Kaizen week?
12. What are the 3 components of Sustainable businesses?

Week 12

1. Can you draw examples of cycle time charts on your own?
2. Can operations for one part be executed in parallel? Give examples
3. What is the impact of setup-time on the total Lead Time for a part?



4. What relation has OEE with actual cell production?
5. Can production planning at machine level be done by ERP systems?
6. Which cost types are harder (and more controversial) in their attribution to products? What is a variable cost? What a fix? Is fix always fix??
7. Is Standard product cost independent from production volumes?
8. Does Cost Accounting represent reality without distortions?
9. One cannot calculate the product cost without:
 - a.
 - b.
 - c.

Week 13

1. What is the purpose of a chart? What should you never do with charts?
2. What is a scattergram?
3. What does KPI mean? Give some examples of plant KPI
4. Why reporting operational KPI? Aren't financial KPI enough?
5. What is a Management review?
6. What is the driver of the transfer of production to the East?
7. Is a move to East equally useful for all industry segments?
8. What can keep Manufacturing in CH successful?
9. What is Reshoring? What are the reasons for it?
10. What keeps operation heads or plant managers awake at night?