Registration form

OPERATION MANAGEMENT CEU Training Course $100.00
48 HOUR RUSH ORDER PROCESSING FEE ADDITIONAL $50.00

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You will have 90 days from this date in order to complete this course

Name_____**Signature**_____
I have read and understood the disclaimer notice on page 2. Digitally sign XXX

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Operator ID #_____**Exp. Date**_____

Class/Grade_____
Your certificate will be mailed to you in about two weeks.

Please circle/check which certification you are applying the course CEU's.
Water Treatment ___ Water Distribution ___ Other _____

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State Approval Listing URL…

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Grading Information

In order to maintain the integrity of our courses we do not distribute test scores, percentages or questions missed. Our exams are based upon pass/fail criteria with the benchmark for successful completion set at 70%. Once you pass the exam, your record will reflect a successful completion and a certificate will be issued to you.

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For security purposes, please fax or e-mail a copy of your driver's license and always call us to confirm we've received your assignment and to confirm your identity.

Thank you…

OP Management Answer Key

Name_____

Phone# _____

Please Circle, Bold, Underline or X, one answer per question.

1. A B C D E F
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97. A B C D E F
98. A B C D E F
99. A B C D E F
100. A B C D E F

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Always call us after faxing the paperwork to ensure that we've received it.

Rush Grading Service
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Please e-mail or fax this survey along with your final exam

OPERATIONAL MANAGEMENT CEU COURSE
CUSTOMER SERVICE RESPONSE CARD

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PLEASE COMPLETE THIS FORM BY CIRCLING THE NUMBER OF THE APPROPRIATE ANSWER IN THE AREA BELOW.

1. Please rate the difficulty of your course.
   Very Easy 0 1 2 3 4 5 Very Difficult

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   Very Easy 0 1 2 3 4 5 Very Difficult

3. Please rate the subject matter on the exam to your actual field or work.
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5. What would you do to improve the Course?

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How about the price of the course?

Poor_____ Fair ____ Average ____ Good____ Great_____

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Any other concerns or comments.

Operational Management Training Course Assignment

The Operational Management CEU course assignment is available in Word on the Internet for your convenience, please visit www.ABCTLC.com and download the assignment and e-mail it back to TLC.

You will have 90 days from receipt of this manual to complete it in order to receive your Professional Development Hours (**PDHs**) or Continuing Education Unit (**CEU**). A score of 70 % or better is necessary to pass this course. If you should need any assistance, please email or fax all concerns and the completed **ANSWER KEY** to info@tlch2o.com.

Select one answer per question. These will come from the glossary.

1. In general, _____ says that 80 percent of the costs or revenues can be attributed to only 20 percent of the possible products or materials.
A. ABC Analysis D. Activity Based Accounting
B. Amortize E. Adjustments
C. Annual FTR F. None of the Above

2. In effect, _____ prioritizes the products, allowing you to see which ones are contribute most to cost or revenue. If you have limited resources (usually labor), the products that contribute most to cost or revenue are the ones you need to manage the best. Products that do not contribute as much can be given less attention.
A. ABC Analysis D. Activity Based Accounting
B. Amortize E. Adjustments
C. Annual FTR F. None of the Above

3. _____ also can apply to labor. Over the course of a day a manager performs many different tasks. The tasks that contribute most to a firm's profits are the tasks we may wish to study and improve. Devoting time to improve tasks that are not as important or that don't take much time may not be the best use of our valuable time.
A. ABC Analysis D. Activity Based Accounting
B. Amortize E. Adjustments
C. Annual FTR F. None of the Above

4. An accounting system that allocates overhead costs according to the use of those general facilities in producing goods and services.
A. ABC Analysis D. Activity Based Accounting
B. Amortize E. Adjustments
C. Annual FTR F. None of the Above

5. The period of time that starts July 1st and ends June 30th.
A. Feedback D. Executive Information System
B. Finished Good E. Federal Enterprise Architecture Framework (FEAF)
C. Fiscal Year (FY) F. None of the Above

6. A tool developed by Michael Porter that analyzes an industry in terms of five competitive forces: bargaining power of suppliers, bargaining power of buyers, threat of new entrants, threat of substitute products, and rivalry between existing competitors.
A. Frozen D. Five Forces Model
B. Flexibility E. Full-Time Equivalence (FTE)
C. Full-Time Rate (FTR) F. None of the Above

7. The ability of a process to create different goods and services as requested by consumers.
A. Frozen D. Five Forces Model
B. Flexibility E. Full-Time Equivalence (FTE)
C. Full-Time Rate (FTR) F. None of the Above

8. A logical structure for classifying and organizing complex information. [Federal Enterprise Architecture Framework] See also Zachman framework.
A. Frozen D. Framework
B. Flexibility E. Full-Time Equivalence (FTE)
C. Full-Time Rate (FTR) F. None of the Above

9. In Materials Management, a term meant to indicate that changing the scheduled order plan would be very difficult and expensive.
A. Frozen D. Five Forces Model
B. Flexibility E. Full-Time Equivalence (FTE)
C. Full-Time Rate (FTR) F. None of the Above

10. Effort percentage of a particular appointment.
A. Frozen D. Five Forces Model
B. Flexibility E. Full-Time Equivalence (FTE)
C. Full-Time Rate (FTR) F. None of the Above

11. Equivalent of an employee's compensation rate for a specific job.
A. Frozen D. Five Forces Model
B. Flexibility E. Full-Time Equivalence (FTE)
C. Full-Time Rate (FTR) F. None of the Above

12. An analytical technique for assessing the value added at various stages or functions in a process. Most relevant in manufacturing industries, where such increments in value can be readily measured.
A. Goal D. Functional Economic Analysis (FEA)
B. Governance E. Gross Requirement
C. Impact F. None of the Above

13. A code used to identify the source of funds and intended use of the funds.
A. Goal D. Fund Code
B. Governance E. Gross Requirement
C. Impact F. None of the Above

14. _____ produces a more accurate estimate of what it costs to produce a product. Accounting systems such as ABC need to be designed to promote operational efficiencies of cost, quality, delivery, and flexibility. Concentrating on one dimension, such as cost alone, may lead to operations designed to look good in that one dimension, while the others are necessary for firm survival.
A. ABC Analysis D. Activity Based Accounting
B. Amortize E. Adjustments
C. Annual FTR F. None of the Above

15. Base budget transfers made to or from a budget line.
A. ABC Analysis D. Activity Based Accounting
B. Amortize E. Adjustments
C. Annual FTR F. None of the Above

16. The process of comparing one set of measurements of a process, product or service to those of another organization.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

17. The objective of _____ is to set appropriate reliability and quality metrics for your company based on metrics for similar processes in other companies.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

18. A distinctive area of expertise of an organization that is critical to its long term success. These are built up over time and cannot be imitated easily. The concept was developed by C.K. Prahalad and G. Hamel in a series of articles in Harvard Business Review around 1990. Sometimes called core capability.

A. Delivery
B. Customer
C. Core competency
D. Core competency
E. Cost-Benefit Analysis
F. None of the Above

19. The amount of resources used or consumed to produce a unit of output.

A. Cost
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

20. A procedure for decision support. Used to justify one decision over another, based on financial considerations. Often used to determine the feasibility of investments.

A. Delivery
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

21. In the private sector, those who pay, or exchange value, for products or services. In government, customers consist of (a) the taxpayers; (b) taxpayer representatives in Congress; (c) the sponsors of the agency; (d) the managers of an agency program; (e) the recipients of the agency's products and services.

A. Delivery
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

22. If you were observing jobs passing a certain spot in the process, the cycle time is the time between one job and its predecessor or follower.

A. Delivery
B. Customer
C. Core competency
D. Cycle time for a process
E. Cost-Benefit Analysis
F. None of the Above

23. The time it takes a unit to do a job. Cycle time for a unit examined independently of other process units. Cycle time is proportional to the inverse of capacity. If capacity is 10 jobs per hour, then cycle time is 1/10 hour, or 6 minutes per job.

A. Delivery
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

24. The process unit that has the longest cycle time or the lowest capacity relative to the demand, or flow of jobs through it, thereby restricting flow and setting the capacity of the process system. If the flow in a process splits, the capacity of a unit is compared to the flow through it.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

25. The period of time taken to repay an investment. Threshold for project viability is 3-4 years. Breakeven analysis is a key method to use to determine whether to invest in a purchase, whether for a copy machine or for a company acquisition.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

26. _____ is used by many financial analysts to decide whether to proceed on an investment. Its value as a filtering methodology is that it is simple and deals with the time horizon that is known with most certainty. We have a better idea of the next 3-4 years than we do of the period beyond that.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

27. A form used to confirm adequate funds, staffing changes to general and non-general fund and non-temporary positions.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Budget Clearance Form
E. Breakeven Period
F. None of the Above

28. Groups of instructional staff, non-instructional staff and non-salary budget lines.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

29. The three-digit number assigned to individual lines by the Budget Office. The number corresponds with the respective budget code.

A. Bottleneck
B. Budget Code
C. Budget Line Number
D. Benchmarking
E. Breakeven Period
F. None of the Above

30. A structured proposal for business improvement that functions as a decision package for organizational decision-makers. A business case includes an analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints, and a risk-adjusted cost-benefit analysis. [GAO]

A. Capacity Requirement
B. Capacity Utilization
C. Business case
D. Business Process Reengineering
E. Comp Rate
F. None of the Above

31. Specific performance targets that firms and individuals aspire to in each area(s) in a firm's mission statement.

A. Net Requirement
B. Objective
C. Objectives
D. Non-value-added work
E. Net present value (NPV)
F. None of the Above

32. In Material Requirements Planning, the amount of available inventory in a time period.
A. Outcome
B. On-Hand
C. Performance indicator
D. Outcome measure
E. Performance goal
F. None of the Above

33. The business function of producing goods and services as products to create revenue. Operations management deals with cost, flexibility, delivery, and quality.
A. Outcome
B. Output
C. Performance indicator
D. Outcome measure
E. Operations Management
F. None of the Above

34. The command, control and feedback relationships among a group of people and information systems. Examples: a private company, a government agency.
A. Organization
B. Output
C. Performance indicator
D. Outcome measure
E. Performance goal
F. None of the Above

35. To work out the death of a debt (often incurred in an investment) - To pay it off.
A. ABC Analysis
B. Amortize
C. Annual FTR
D. Activity Based Accounting
E. Adjustments
F. None of the Above

36. A number indicating an employee's annual full-time rate.
A. ABC Analysis
B. Amortize
C. Annual FTR
D. Activity Based Accounting
E. Adjustments
F. None of the Above

37. A code describing the time period associated with the full time rate for an appointment.
A. Backlog
B. Base
C. Assessment
D. Balanced Scorecard
E. Appointment Period
F. None of the Above

38. Design; the way components fit together to form a unified system. May be conceived of any complex system such as "software architecture" or "network architecture".
A. Backlog
B. Architecture
C. Assessment
D. Balanced Scorecard
E. Budget Amount
F. None of the Above

39. Any effort to gather, analyze and interpret evidence which describes organizational effectiveness. See also Evaluation.
A. Backlog
B. Base
C. Assessment
D. Balanced Scorecard
E. Budget Amount
F. None of the Above

40. When the amount of a good or service demanded exceeds the capacity or supply in a given time period. Goods may be provided by regular time labor, overtime, subcontracting, or hiring/firing.
A. Backlog
B. Base
C. Assessment
D. Balanced Scorecard
E. Budget Amount
F. None of the Above

41. When a backlog exists, the excess of demand over supply may be made up in later periods. The product is backordered for future delivery.
A. Backlog
B. Base
C. Assessment
D. Balanced Scorecard
E. Backorders
F. None of the Above

42. A measurement-based strategic management system, originated by Robert Kaplan and David Norton, which provides a method of aligning business activities to the strategy, and monitoring performance of strategic goals over time.
A. Backlog D. Balanced Scorecard
B. Base E. Budget Amount
C. Assessment F. None of the Above

43. The amount budgeted to a specific budget line.
A. Backlog D. Balanced Scorecard
B. Base E. Base Budget Amount
C. Assessment F. None of the Above

44. Data on the current process that provides the metrics against which to compare improvements and to use in benchmarking. [GAO]
A. Baseline D. Balanced Scorecard
B. Base E. Budget Amount
C. Assessment F. None of the Above

45. A long-term, ultimate measure of success or strategic effectiveness. An event, occurrence, or condition that is outside the activity or program itself and is of direct importance to customers or the public. We also include indicators of service quality, those of importance to customers, under this category.
A. Outcome D. Outcome measure
B. Output E. Performance goal
C. Performance indicator F. None of the Above

46. A methodology for focused change in a business process achieved by analyzing the AS-IS process using flowcharts and other tools, then developing a streamlined TO-BE process in which automation may be added to result in a process that is better, faster, and cheaper. BPI aims at cost reductions of 10-40%, with moderate risk.
A. Capacity Requirement D. Business Process Improvement
B. Capacity Utilization E. Comp Rate
C. Capacity F. None of the Above

47. A methodology (developed by Michael Hammer) for radical, rapid change in business processes achieved by redesigning the process from scratch and then adding automation. Aimed at cost reductions of 70% or more when starting with antiquated processes, but with a significant risk of lower results.
A. Capacity Requirement D. Business Process Reengineering
B. Capacity Utilization E. Comp Rate
C. Capacity F. None of the Above

48. Jargon for cycle time.
A. Capacity Requirement D. Business Process Reengineering
B. Capacity Utilization E. Comp Rate
C. Capacity F. None of the Above

49. The maximum flow of jobs through a process, expressed in (units/time). Often calculated as: Capacity is proportional to 1 / cycle time. Capacity is often expressed in jobs per hour. An example: It takes 10 hours to do a job.
A. Capacity Requirement D. Business Process Reengineering
B. Capacity Utilization E. Comp Rate
C. Capacity F. None of the Above

50. A number representing the base compensation received by an employee for a job.
A. Capacity Requirement
B. Capacity Utilization
C. Capacity
D. Business Process Reengineering
E. Comp Rate
F. None of the Above

51. If we are measuring quality of a good or service, control limits are those values of that measure where we decide to either accept or reject the product or service based on quality as measured by that variable.
A. Delivery
B. Customer
C. Core competency
D. Control Limit
E. Cost-Benefit Analysis
F. None of the Above

52. _____ are often set at three standard deviations from the mean of the measured variable. At these points the probability of a sample made by a "good" process being found to lie within the control limits is 99.7 percent. If the control limits are set at +/- 3 standard deviations, we feel that in all likelihood, all samples made by normal operation will be within those +/- 3 standard deviation limits.
A. Delivery
B. Customer
C. Core competency
D. Control Limit
E. Cost-Benefit Analysis
F. None of the Above

53. Cycle time is also known as (AKA) time standards, capacity requirement. If we know the speed of a job (feet per second or miles per hour), we can calculate the time using the formula distance = speed * time. If we divide the distance between consecutive jobs by the speed of movement we then get the time between consecutive jobs, AKA cycle time.
A. Delivery
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

54. In calculating cycle time a common question arises concerning the different (and lower) cycle time and capacity that might be calculated during startup and shutdown of an operation. For instance, if a process commences at 8 AM, the lack of WIP might lead to a different capacity and cycle time for the first unit(s).
A. Delivery
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

55. The ability of a process to deliver goods and services when the consumer requests them.
A. Delivery
B. Customer
C. Core competency
D. Cycle time for a unit
E. Cost-Benefit Analysis
F. None of the Above

56. The factor that translates expected financial benefits or costs in any given future year into present value terms. The discount factor is equal to 1/(1 i)t where i is the interest rate and t is the number of years from the date of initiation for the program or policy until the given future year.
A. Discount factor
B. Enterprise
C. Evaluation
D. Efficiency
E. Economic Value Added (EVA)
F. None of the Above

57. Discount rate is the interest rate used in calculating the present value of expected yearly benefits and costs.
A. Discount factor
B. Enterprise
C. Evaluation
D. Efficiency
E. Economic Value Added (EVA)
F. None of the Above

58. Earned value is a project management technique that relates resource planning to schedules and to technical cost and schedule requirements. All work is planned, budgeted, and scheduled in time-phased "planned value" increments constituting a cost and schedule measurement baseline.
A. Effectiveness D. Efficiency
B. Enterprise E. Earned Value Management
C. Evaluation F. None of the Above

59. There are two major objectives of an earned value system: to encourage contractors to use effective internal cost and schedule management control systems; and to permit the customer to be able to rely on timely data produced by those systems for determining product-oriented contract status.
A. Effectiveness D. Efficiency
B. Enterprise E. Earned Value Management
C. Evaluation F. None of the Above

60. Net operating profit after taxes minus (capital x cost of capital). EVA is a measure of the economic value of an investment or project.
A. Effectiveness D. Efficiency
B. Enterprise E. Economic Value Added (EVA)
C. Evaluation F. None of the Above

61. Degree to which an activity or initiative is successful in achieving a specified goal; (b) degree to which activities of a unit achieve the unit's mission or goal.
A. Effectiveness D. Efficiency
B. Enterprise E. Economic Value Added (EVA)
C. Evaluation F. None of the Above

62. Degree of capability or productivity of a process, such as the number of cases closed per year; (b) tasks accomplished per unit cost.
A. Effectiveness D. Efficiency
B. Enterprise E. Economic Value Added (EVA)
C. Evaluation F. None of the Above

63. A system of business endeavor within a particular business environment. An enterprise architecture (EA) is a design for the arrangement and interoperation of business components (e.g., policies, operations, infrastructure, information) that together make up the enterprise's means of operation.
A. Effectiveness D. Efficiency
B. Enterprise E. Economic Value Added (EVA)
C. Evaluation F. None of the Above

64. Any effort to use assessment evidence or performance measurements to improve organizational effectiveness. See also Assessment.
A. Effectiveness D. Efficiency
B. Enterprise E. Economic Value Added (EVA)
C. Evaluation F. None of the Above

65. Generic term for a software application that provides high-level information to decision makers, usually to support resource allocation, strategy or priority decisions.
A. Feedback D. Executive Information System
B. Finished Good E. Federal Enterprise Architecture Framework (FEAF)
C. Fiscal Year (FY) F. None of the Above

66. An organizing mechanism for managing development, maintenance, and facilitated decision making of a Federal EA. The Framework provides a structure for organizing Federal resources and for describing and managing Federal EA activities.

A. Feedback
B. Finished Good
C. Fiscal Year (FY)
D. Executive Information System
E. Federal Enterprise Architecture Framework (FEAF)
F. None of the Above

67. Information obtained from the results of a process that is used in guiding the way that process is done. There should be feedback loops around all important activities. Strategic feedback (for each strategic activity) validates effectiveness of the strategy by measuring outcomes (long-term).

A. Feedback
B. Finished Good
C. Fiscal Year (FY)
D. Executive Information System
E. Federal Enterprise Architecture Framework (FEAF)
F. None of the Above

68. Diagnostic feedback tracks efficiency of internal business processes (usually generic across all mission activities). Metrics feedback allows for refining the selection of metrics to be measured. Measurement feedback allows for the improvement of measurement techniques and frequency.

A. Feedback
B. Finished Good
C. Fiscal Year (FY)
D. Executive Information System
E. Federal Enterprise Architecture Framework (FEAF)
F. None of the Above

69. A job that has gone through all process steps.

A. Feedback
B. Finished Good
C. Fiscal Year (FY)
D. Executive Information System
E. Federal Enterprise Architecture Framework (FEAF)
F. None of the Above

70. The budget line within a department id that provides funds to another budget line.

A. Goal
B. Governance
C. Funding Source
D. Gap Analysis
E. Gross Requirement
F. None of the Above

71. _____ naturally flows from benchmarking or other assessments. Once we understand what is the general expectation of performance in industry, we can then compare that with current capabilities, and this becomes the gap analysis. Such analysis can be performed at the strategic or operational level of an organization.

A. Goal
B. Governance
C. Impact
D. Gap Analysis
E. Gross Requirement
F. None of the Above

72. Work activities that add no value to the mission of the organization. Such activities may or may not be necessary; necessary ones may include utilities, supplies, travel and maintenance; unnecessary ones may include searching for information, duplicating work, rework, time not working, etc.

A. Net Requirement
B. Objective
C. Objectives
D. Non-value-added work
E. Net present value (NPV)
F. None of the Above

73. An aim or intended result of a strategy.

A. Net Requirement
B. Objective
C. Objectives
D. Non-value-added work
E. Net present value (NPV)
F. None of the Above

74. A description of the intended result, effect, or consequence that will occur from carrying out a program or activity. The end result that is sought (examples: in the private sector, financial profitability; in the public sector, cleaner air or reduced incidence of disease).

A. Outcome
B. Output
C. Performance indicator
D. Outcome measure
E. Performance goal
F. None of the Above

75. Products and services delivered. Outputs are the immediate products of internal activity: the amount of work done within the organization or by its contractors (such as miles of road repaired or number of calls answered).

A. Outcome
B. Output
C. Performance indicator
D. Outcome measure
E. Performance goal
F. None of the Above

76. A target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

A. Outcome
B. Output
C. Performance indicator
D. Outcome measure
E. Performance goal
F. None of the Above

77. A particular value or characteristic used to measure output or outcome.

A. Outcome
B. Output
C. Performance indicator
D. Outcome measure
E. Performance goal
F. None of the Above

78. A specific intended result of a strategy; often used interchangeably with Objective. See also Outcome Goal, Output Goal, Performance Goal, Strategic Goal.

A. Goal
B. Governance
C. Impact
D. Gap Analysis
E. Gross Requirement
F. None of the Above

79. The systems and processes in place for ensuring proper accountability and openness in the conduct of an organization's business. A company's Board of Directors has ultimate responsibility for the governance of a company.

A. Goal
B. Governance
C. Impact
D. Gap Analysis
E. Gross Requirement
F. None of the Above

80. In Material Requirements Planning, the total amount of a product or component of a product that needs to be available in a given time period to allow production of the finished good or service.

A. Goal
B. Governance
C. Impact
D. Gap Analysis
E. Gross Requirement
F. None of the Above

81. Changes in outcomes that can be attributed to a particular project, program or policy, in a situation where there may be many other influences on outcomes. Impact evaluation attempts to answer the question, "What would the situation have been if the intervention had not taken place?"

A. Inference
B. Input Intermediate
C. Impact
D. Information technology (IT)
E. Outcome
F. None of the Above

82. An activity undertaken based on strategic objectives such as reduced cycle time, reduced cost, and customer satisfaction. This includes improvements directly in mission activities (production, design, testing etc.) and/or in support activities for the mission.

A. Inference
B. Input Intermediate
C. Improvement
D. Information technology (IT)
E. Outcome
F. None of the Above

83. A simple metric that is intended to be easy to measure. Its intent is to obtain general information about performance trends by means of surveys, telephone interviews, and the like.

A. Inference
B. Input Intermediate
C. Indicator
D. Information technology (IT)
E. Outcome
F. None of the Above

84. In statistical process control we use data and information obtained from samples to infer or deduce something about a larger population. That population may be the products produced in the process under study.

A. Inference
B. Input Intermediate
C. Indicator
D. Information technology (IT)
E. Outcome
F. None of the Above

85. Includes all matters concerned with the furtherance of computer science and technology and with the design, development, installation, and implementation of information systems and applications.

A. Inference
B. Input Intermediate
C. Indicator
D. Information technology (IT)
E. Outcome
F. None of the Above

86. An information technology architecture is an integrated framework for acquiring and evolving IT to achieve strategic goals. It has both logical and technical components. Logical components include mission, functional and information requirements, system configurations, and information flows.

A. Inference
B. Input Intermediate
C. Indicator
D. Information technology (IT)
E. Outcome
F. None of the Above

87. Technical components include IT standards and rules that will be used to implement the logical architecture.

A. Inference
B. Input Intermediate
C. Indicator
D. Information technology (IT)
E. Outcome
F. None of the Above

88. Resources (funds, labor, time, equipment, space, technology etc.) used to produce outputs and outcomes.

A. Inference
B. Input
C. Indicator
D. Information technology (IT)
E. Outcome
F. None of the Above

89. An outcome from a business activity that can be identified and measured in the near term, and is an indicator of longer-term outcomes.

A. Inference
B. Input Intermediate
C. Indicator
D. Information technology (IT)
E. Intermediate Outcome
F. None of the Above

90. The cost of keeping inventory, usually stated in $ per unit per period of time. Inventory holding costs include warehouse, utilities, interest cost, security, obsolescence, and other relevant expenses.

A. Inference
B. Input Intermediate
C. Indicator
D. Inventory Holding Cost
E. Outcome
F. None of the Above

91. The number of times inventory is used up in a given time period (times/time).

A. Inventory turns
B. Inventory
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

92. Jobs or material that sits still or churns within a confined space, is idle, costs time value of money, and incurs losses, depreciation, and other damage. Inventories are shown as triangles, which may be as pyramids or inverted, on a process flow diagram. Operations managers try to reduce inventories.

A. Inventory turns
B. Inventory
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

93. An analytical framework for linking IT investment decisions to an organization's strategic objectives and business plans. The investment management approach consists of three phases--select, control and evaluate. Among other things, this management approach requires discipline, executive management involvement, accountability, and a focus on risks and returns using quantifiable measures.

A. Job
B. Job Code
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

94. A code indicating a job classification title established by the Office of Human Resource and Affirmative Action.

A. Job
B. Job Code
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

95. A unit used to measure production of goods and services. A unit of product.

A. Job
B. Job Code
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

96. A short list of metrics that a company's managers have identified as the most important variables reflecting operational or organizational performance.

A. Job
B. Job Code
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

97. The three to five broad areas on which an organization must focus in order to achieve its vision. They may be major weaknesses that must be fixed before other goals can be achieved. They are not as specific as strategies.

A. Job
B. Job Code
C. Knowledge Management
D. Key Success Factors (KSF)
E. Key Performance Indicators (KPI)
F. None of the Above

98. _____ caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change.

A. Job
B. Job Code
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

99. Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings."

A. Job
B. Job Code
C. Knowledge Management
D. IT investment management approach
E. Key Performance Indicators (KPI)
F. None of the Above

100. A procedure that considers all costs incurred during a product's life time. For example, a heating, ventilation, and air conditioning unit's life cycle cost includes purchase price, shipping, installation, service contract, and utility costs of operation over its lifetime. A quality unit that lasts twice as long; consumes half the energy, and costs less for service will probably have lower life cycle costs than a cheap unit that falls apart quickly.

A. Liquid
B. Logic Model
C. Managing for Results (MFR)
D. McKinsey / General Electric Matrix
E. Life Cycle Costing
F. None of the Above

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