

**Registration form**

**BASIC SUPERVISION CEU Training Course \$100.00  
48 HOUR RUSH ORDER PROCESSING FEE ADDITIONAL \$50.00**

**Start and Finish Dates:** \_\_\_\_\_  
*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*

**Address** \_\_\_\_\_

**City** \_\_\_\_\_ **State** \_\_\_\_\_ **Zip** \_\_\_\_\_

**Email** \_\_\_\_\_ **Fax (\_\_\_\_)** \_\_\_\_\_

**Phone:**  
**Home (\_\_\_\_)** \_\_\_\_\_ **Work (\_\_\_\_)** \_\_\_\_\_

**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 \_\_\_\_\_

Collections \_\_\_ Wastewater Treatment \_\_\_

**Technical Learning College**  
**TLC PO Box 3060, Chino Valley, AZ 86323-3060**  
**Fax (928) 272-0747 [info@tlch2o.com](mailto:info@tlch2o.com)**  
**Telephone (928) 468-0665 Toll Free (866) 557-1746**

Discover card \_\_\_\_\_ CCV code on card \_\_\_\_\_  
American Express \_\_\_\_\_  
Visa or MasterCard # \_\_\_\_\_ Exp. Date \_\_\_\_\_

If you've paid on the Internet, Please write your customer# \_\_\_\_\_

**We will e-mail you the certificate of completion. Please provide an e-mail address.**

## **DISCLAIMER NOTICE**

I understand that it is my responsibility to ensure that this CEU course is either approved or accepted in my State for CEU credit. I understand State laws and rules change on a frequent basis and I believe this course is currently accepted in my State for CEU or contact hour credit, if it is not, I will not hold Technical Learning College responsible. I also understand that this type of study program deals with dangerous conditions and that I will not hold Technical Learning College, Technical Learning Consultants, Inc. (TLC) liable for any errors or omissions or advice contained in this CEU education training course or for any violation or injury caused by this CEU education training course material. I will call or contact TLC if I need help or assistance and double-check to ensure my registration page and assignment has been received and graded.

State Approval Listing Link, check to see if your State accepts or has pre-approved this course. Not all States are listed. Not all courses are listed. If the course is not accepted for CEU credit, we will give you the course free if you ask your State to accept it for credit.

Professional Engineers; Most states will accept our courses for credit but we do not officially list the States or Agencies. Please check your State for approval or acceptance.

## **State Approval Listing URL...**

<http://www.tlch2o.com/PDF/CEU%20State%20Approvals.pdf>

*You can obtain a printed version of the course manual from TLC for an additional \$49.95 plus shipping charges.*

## **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.

## **Rush Grading Service**

If you need this assignment graded and the results mailed to you within a 48-hour period, prepare to pay an additional rush service handling fee of \$50.00. This fee may not cover postage costs. If you need this service, simply write RUSH on the top of your Registration Form. We will place you in the front of the grading and processing line.

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...

**Supervision Answer Key**

Name \_\_\_\_\_

Phone# \_\_\_\_\_

**Did you check with your State agency to ensure this course is accepted for credit?**

***Method of Course acceptance confirmation. Please fill this section***

**Website \_\_\_ Telephone Call \_\_\_ Email \_\_\_**

**Spoke to \_\_\_\_\_**

**Did you receive the approval number, if applicable? \_\_\_\_\_**

**What is the course approval number, if applicable? \_\_\_\_\_**

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

1. A B C D E F

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Please fax the answer key to TLC Western Campus Fax (928) 272-0747  
Backup Fax (928) 468-0675 Always call us after faxing the paperwork to confirm that we've received it.

**Rush Grading Service**

If you need this assignment graded and the results mailed to you within a 48-hour period, prepare to pay an additional rush service handling fee of \$50.00.

*Please e-mail or fax this survey along with your final exam*

**BASIC SUPERVISION CEU COURSE  
CUSTOMER SERVICE RESPONSE CARD**

NAME: \_\_\_\_\_

E-MAIL \_\_\_\_\_ PHONE \_\_\_\_\_

**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

2. Please rate the difficulty of the testing process.  
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.  
Very Similar 0 1 2 3 4 5 Very Different

4. How did you hear about this Course? \_\_\_\_\_

5. What would you do to improve the Course?

\_\_\_\_\_  
\_\_\_\_\_

How about the price of the course?

Poor \_\_\_\_ Fair \_\_\_\_ Average \_\_\_\_ Good \_\_\_\_ Great \_\_\_\_

How was your customer service?

Poor \_\_\_\_ Fair \_\_\_\_ Average \_\_\_\_ Good \_\_\_\_ Great \_\_\_\_

Any other concerns or comments.

\_\_\_\_\_  
\_\_\_\_\_



## Basic Supervision Training Course Assignment

The Basic Supervision CEU course assignment is available in Word on the Internet for your convenience, please visit [www.ABCTLIC.com](http://www.ABCTLIC.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](mailto:info@tlch2o.com).

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

1. In Materials Management, a term that indicates the scheduled order plan is extremely flexible, and changes are possible for little additional cost.

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

2. A generic model of any business process, which breaks it down into inputs, activities (or processes), outputs, and outcomes (or results). Sometimes intermediate outcomes are also included.

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

3. A process, inspired by the US Government Performance and Results Act (1993), that combines strategic planning, performance measures, and budgeting to place the focus on results or accomplishments of government programs, not just how much money was spent or how much work was done.

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

4. MFR has been a very popular approach in management of state, county and city governments. Its general approach is consistent with the balanced scorecard.

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

5. A portfolio planning tool that uses a 3 x 3 matrix. One scale is market attractiveness, the other is competitive strength. The Strategic Business Units of a large company can be compared within this matrix.

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

6. An observation that reduces the amount of uncertainty about the value of a quantity. In the balanced scorecard, measurements are collected for feedback.

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

7. The measurement system gathers information about all the significant activities of a company.  
A. Liquid D. McKinsey / General Electric Matrix  
B. Logic Model E. Measurement  
C. Managing for Results (MFR) F. None of the Above

8. Measurements are the data resulting from the \_\_\_\_\_ effort.  
A. Liquid D. McKinsey / General Electric Matrix  
B. Logic Model E. Measurement  
C. Managing for Results (MFR) F. None of the Above

9. \_\_\_\_\_ also implies a methodology, analysis, and other activities involved with how particular measurements are collected and managed. There may be many ways of measuring the same thing.  
A. Liquid D. McKinsey / General Electric Matrix  
B. Logic Model E. Measurement  
C. Managing for Results (MFR) F. None of the Above

10. Often used interchangeably with measurements. However, it may be helpful to separate these definitions.  
A. Mu D. Mission activities  
B. Metrics E. Mission effectiveness  
C. Mission value F. None of the Above

11. \_\_\_\_\_ are the various parameters or ways of looking at a process that is to be measured.  
A. Mu D. Mission activities  
B. Metrics E. Mission effectiveness  
C. Mission value F. None of the Above

12. \_\_\_\_\_ define what is to be measured. Some metrics are specialized, so they can't be directly benchmarked or interpreted outside a mission-specific business unit. Other metrics will be generic, and they can be aggregated across business units, e.g. cycle time, customer satisfaction, and financial results.  
A. Mu D. Mission activities  
B. Metrics E. Mission effectiveness  
C. Mission value F. None of the Above

13. Things that an agency does for its customers. For private companies, profit or value creation is an overarching mission. For nonprofit organizations, the mission itself takes priority, although cost reduction is still usually a high priority activity.  
A. Mu D. Mission activities  
B. Metrics E. Mission effectiveness  
C. Mission value F. None of the Above

14. Degree to which mission activities achieve mission outcomes or results.  
A. Mu D. Mission activities  
B. Metrics E. Mission effectiveness  
C. Mission value F. None of the Above

15. Mission outcome benefits per unit cost; a key metric for nonprofit and governmental organizations. (2) For a collection of missions within an organization, the relative value contributed by each mission. (3) The combination of strategic significance and results produced by a mission.  
A. Mu D. Mission activities  
B. Metrics E. Mission effectiveness  
C. Mission value F. None of the Above



16. An information system that supports both financial and non-financial functions.
- A. Mu
  - B. Mixed system
  - C. Mission value
  - D. Mission activities
  - E. Mission effectiveness
  - F. None of the Above
17. A representation of a set of components of a process, system, or subject area, generally developed for understanding, analysis, improvement, and/or replacement of the process. A representation of information, activities, relationships, and constraints.
- A. Model
  - B. Metrics
  - C. Mission value
  - D. Mission activities
  - E. Mission effectiveness
  - F. None of the Above
18. The Greek letter (pronounced "me") that in statistics is used to denote the mean of the population distribution.
- A. Mu
  - B. Metrics
  - C. Mission value
  - D. Mission activities
  - E. Mission effectiveness
  - F. None of the Above
19. The future stream of benefits and costs converted into equivalent values today. This is done by assigning monetary values to benefits and costs, discounting future benefits and costs using an appropriate discount rate, and subtracting the sum total of discounted costs from the sum total of discounted benefits.
- A. Net Requirement
  - B. Objective
  - C. Objectives
  - D. Non-value-added work
  - E. Net present value (NPV)
  - F. None of the Above
20. In Materials Requirement Planning, the quantity of a product (or service), or component of a product (or service), the needs to be ordered in a given time period to allow the production of a parent (finished) product.
- A. Net Requirement
  - B. Objective
  - C. Objectives
  - D. Non-value-added work
  - E. Net present value (NPV)
  - F. None of the Above
21. The net requirement considers the amount of available inventory. Net requirement = gross requirements less available inventory.
- A. Net Requirement
  - B. Objective
  - C. Objectives
  - D. Non-value-added work
  - E. Net present value (NPV)
  - F. None of the Above
22. 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
  - B. Amortize
  - C. Annual FTR
  - D. Activity Based Accounting
  - E. Adjustments
  - F. None of the Above
23. 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
  - B. Amortize
  - C. Annual FTR
  - D. Activity Based Accounting
  - E. Adjustments
  - F. None of the Above

24. \_\_\_\_\_ 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
- B. Amortize
- C. Annual FTR
- D. Activity Based Accounting
- E. Adjustments
- F. None of the Above

25. An accounting system that allocates overhead costs according to the use of those general facilities in producing goods and services.

- A. ABC Analysis
- B. Amortize
- C. Annual FTR
- D. Activity Based Accounting
- E. Adjustments
- F. None of the Above

26. The period of time that starts July 1st and ends June 30th.

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

27. 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
- B. Flexibility
- C. Full-Time Rate (FTR)
- D. Five Forces Model
- E. Full-Time Equivalence (FTE)
- F. None of the Above

28. The ability of a process to create different goods and services as requested by consumers.

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

29. A logical structure for classifying and organizing complex information. [Federal Enterprise Architecture Framework] See also Zachman framework.

- A. Frozen
- B. Flexibility
- C. Full-Time Rate (FTR)
- D. Framework
- E. Full-Time Equivalence (FTE)
- F. None of the Above

30. In Materials Management, a term meant to indicate that changing the scheduled order plan would be very difficult and expensive.

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

31. Effort percentage of a particular appointment.

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

32. Equivalent of an employee's compensation rate for a specific job.

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

33. 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
34. 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
35. \_\_\_\_\_ 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
36. 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
37. The process of comparing one set of measurements of a process, product or service to those of another organization.
- A. Bottleneck                D. Benchmarking  
 B. Budget Code              E. Breakeven Period  
 C. Budget Line Number     F. None of the Above
38. 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                D. Benchmarking  
 B. Budget Code              E. Breakeven Period  
 C. Budget Line Number     F. None of the Above
39. 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                 D. Core competency  
 B. Customer                E. Cost-Benefit Analysis  
 C. Core competency        F. None of the Above
40. The amount of resources used or consumed to produce a unit of output.
- A. Cost                        D. Cycle time for a unit  
 B. Customer                E. Cost-Benefit Analysis  
 C. Core competency        F. None of the Above
41. 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                 D. Cycle time for a unit  
 B. Customer                E. Cost-Benefit Analysis  
 C. Core competency        F. None of the Above

42. 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

43. 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

44. 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

45. 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

46. 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

47. \_\_\_\_\_ 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

48. 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

49. 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

50. 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
51. 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
52. 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
53. 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
54. 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
55. 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
56. 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
57. 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
58. 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

59. 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      D. Balanced Scorecard
- B. Architecture      E. Budget Amount
- C. Assessment      F. None of the Above

60. Any effort to gather, analyze and interpret evidence which describes organizational effectiveness. See also Evaluation.

- A. Backlog      D. Balanced Scorecard
- B. Base      E. Budget Amount
- C. Assessment      F. None of the Above

61. 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      D. Balanced Scorecard
- B. Base      E. Budget Amount
- C. Assessment      F. None of the Above

62. 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      D. Balanced Scorecard
- B. Base      E. Backorders
- C. Assessment      F. None of the Above

63. 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

64. 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

65. 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

66. 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

67. 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
- B. Capacity Utilization
- C. Capacity
- D. Business Process Improvement
- E. Comp Rate
- F. None of the Above

68. 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
- B. Capacity Utilization
- C. Capacity
- D. Business Process Reengineering
- E. Comp Rate
- F. None of the Above

69. Jargon for cycle time.

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

70. The maximum flow of jobs through a process, expressed in (units/time). Often calculated as: Capacity is proportional to  $1 / \text{cycle time}$ . Capacity is often expressed in jobs per hour. An example: It takes 10 hours to do a job.

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

71. 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

72. 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

73. \_\_\_\_\_ 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

74. 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  $\text{distance} = \text{speed} * \text{time}$ . 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

75. 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

76. 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

77. 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

78. 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

79. 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
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Earned Value Management
- F. None of the Above

80. 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
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Earned Value Management
- F. None of the Above

81. 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
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Economic Value Added (EVA)
- F. None of the Above

82. 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
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Economic Value Added (EVA)
- F. None of the Above



83. 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
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Economic Value Added (EVA)
- F. None of the Above

84. 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
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Economic Value Added (EVA)
- F. None of the Above

85. Any effort to use assessment evidence or performance measurements to improve organizational effectiveness. See also Assessment.

- A. Effectiveness
- B. Enterprise
- C. Evaluation
- D. Efficiency
- E. Economic Value Added (EVA)
- F. None of the Above

86. 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
- B. Finished Good
- C. Fiscal Year (FY)
- D. Executive Information System
- E. Federal Enterprise Architecture Framework (FEAF)
- F. None of the Above

87. 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

88. 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

89. 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

90. 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

91. The budget line within a department id that provides funds to another budget line.
- |                   |                      |
|-------------------|----------------------|
| A. Goal           | D. Gap Analysis      |
| B. Governance     | E. Gross Requirement |
| C. Funding Source | F. None of the Above |
92. \_\_\_\_\_ 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       | D. Gap Analysis      |
| B. Governance | E. Gross Requirement |
| C. Impact     | F. None of the Above |
93. 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 | D. Non-value-added work    |
| B. Objective       | E. Net present value (NPV) |
| C. Objectives      | F. None of the Above       |
94. An aim or intended result of a strategy.
- |                    |                            |
|--------------------|----------------------------|
| A. Net Requirement | D. Non-value-added work    |
| B. Objective       | E. Net present value (NPV) |
| C. Objectives      | F. None of the Above       |
95. 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               | D. Outcome measure   |
| B. Output                | E. Performance goal  |
| C. Performance indicator | F. None of the Above |
96. 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               | D. Outcome measure   |
| B. Output                | E. Performance goal  |
| C. Performance indicator | F. None of the Above |
97. 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               | D. Outcome measure   |
| B. Output                | E. Performance goal  |
| C. Performance indicator | F. None of the Above |
98. A particular value or characteristic used to measure output or outcome.
- |                          |                      |
|--------------------------|----------------------|
| A. Outcome               | D. Outcome measure   |
| B. Output                | E. Performance goal  |
| C. Performance indicator | F. None of the Above |

99. 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

100. 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