



51A Middle Street, Newburyport, MA 01950

Phone: 800-588-7039

contact@bhfe.com

www.bhfe.com

Course Information

Course Title: *Operations Management* #375424

Number of continuing education credit hours recommended for this course:

CPA: 18 (All states)

In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted based on a 50-minute hour.

National Registry of CPE Sponsors ID Number: 107615.

Sponsor numbers for states requiring sponsor registration

Florida Division of Certified Public Accountancy: 0004761 (Ethics #0011467)

Hawaii Board of Accountancy: 14003

New York State Board of Accountancy: 002146

Ohio State Board of Accountancy: CPE .51PSR

Pennsylvania Board of Accountancy: PX178025

Texas State Board of Accountancy: 009349

Course Description

In most organizations, the bulk of all profits come from the operations functions of the business. Consequently, it makes sense for management to concentrate its efforts on the management of operations. In the *Operations Management* course, we provide insights into how profits can be improved by examining such topics as performance objectives, operations strategy, product and service innovation, process design, facility layouts, capacity management, and much more.

Course Content

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Author: Steven M. Bragg, CPA.

Final exam (online): Ninety questions (multiple-choice).

Program Delivery Method: NASBA QAS Self-Study (interactive)

Subject Codes/Field of Study

NASBA (CPA): Production

Course Level, Prerequisites, and Advance Preparation Requirements

Program level: Overview

Prerequisites: None

Advance Preparation: None

Instructions for Taking This Course

- Log in to your secure account at www.bhfe.com. Go to "My Account."
- You must complete this course within one year of purchase (If the course is "Expired," contact us and we will add the latest edition of the course to your account (no charge).
- To retain the course-PDF after completion (for future reference) and to enable enhanced navigation: From "My Account," Download and save the course-PDF to your computer. This will enable the search function (Menu: Edit>Find) and bookmarks (icon on left side of document window).
- Complete the course by following the learning objectives listed for the course, studying the text, and, if included, studying the review questions at the end of each major section (or at the end of the course).
- Once you have completed studying the course and you are confident that the learning objectives have been met, answer the final exam questions (online).

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- Log in to your secure account at www.bhfe.com. Go to "My Account."
- A passing grade of at least 70% is required on the exam for this course.
- You will have three attempts to pass the exam (call or email us after three unsuccessful attempts for instructions).
- The exam is not timed, and it does not need to be completed in one session.
- For a printed copy of the exam questions, open the exam and press "Print Exam."
- Once you pass the exam, the results (correct/incorrect answers) and certificate of completion appear in "My Account." A confirmation email is also sent.
- CFP Board and IRS credit hours, if applicable, are reported on Tuesdays and at the end of the month.

Have a question? Call us at 800-588-7039 or email us at contact@bhfe.com.

Learning Assignment & Objectives

- Identify the functions associated with operations management.
- Recognize the components of a process hierarchy.
- Cite the management areas for which an operations manager is responsible.
- Recognize the requirements of the corporate social responsibility concept.
- Specify the circumstances under which operations flexibility is needed, and how such flexibility is measured.
- State the long-term purpose of the operations function.
- Identify the various stages of the product life cycle.
- Specify the reasons for the operations strategy matrix
- Identify the different types of operations strategies.
- State the reasons for using strategic experiments in the operations area.
- Specify the advantages and disadvantages of the open and closed innovation systems.
- Cite the problems with generating a large number of product innovations.
- Identify the underlying concept behind the use of innovation measurements.
- Recognize the characteristics of a supply network.
- Cite the circumstances under which disintermediation makes sense in a supply network.
- Recognize the participants in a business ecosystem.
- Cite the circumstances when economies and diseconomies of scale occur.
- Specify the formula for the breakeven point.
- Recognize the circumstances under which forward and backward integration make sense.
- Identify the different process types found within a company's operations.
- Specify the most useful process tracking measurements.
- Cite the types of information that can be collected by a value stream mapping project.
- Specify the advantages of and issues with process standardization.
- Recognize the different types of layouts that can be used in an operations facility.
- Specify the layout considerations that can have an impact on employees.
- Recognize the reasons for using traffic analysis and cluster analysis in operations.
- Identify the key performance objectives of a business.
- Cite the types of processes most helped by process technology.
- Identify the boundaries of the window within which operations technology should be acquired.
- Recognize the approaches that can be used to increase the odds of completing a process technology implementation.
- Specify the root causes of company culture.
- Identify the general classifications of organizational structure.
- Recognize examples of the line and staff functions.
- Specify the structure of a properly constructed job analysis.
- Cite the characteristics of an ergonomically-designed workplace.
- Recognize the actions that may be taken to motivate employees.
- Identify the performance requirements of a system of planning and control.
- Identify when sales and operations planning should be used.
- Recognize the different types of demand.
- Specify the different types of loading that can be applied to a work center.
- Identify the different types of forecasting methods, their characteristics, and when they should be used.

- Recognize when a smoothing constant should be used in a forecasting model.
- Specify the types of capacity planning methods that can be applied to operations.
- Cite the components of a throughput calculation.
- Recognize the situations in which local optimization is occurring.
- Identify the areas in which an expedite zone can be useful to a business.
- Specify the decision criteria for reviewing investment proposals.
- Cite the activities included in a supplier assessment.
- Specify the issues to consider when choosing a foreign supplier.
- Recognize the management alternatives when dealing with a large number of suppliers.
- State the advantages of using a stable production schedule.
- Identify the options when there is a risk of late deliveries.
- Recognize the different types of inventory.
- Specify the components of an inventory reordering calculation.
- State the different operations strategies and the situations to which they apply.
- Identify the key components of a material requirements planning system.
- Recognize the activities needed to gain a long-term competitive advantage.
- Cite the uses to which the kaizen technique can be put.
- Identify the outcome of a successful Six Sigma project.
- Specify the headings typically used on a cause-and-effect diagram.
- Recognize the characteristics of quality in a product.
- Specify the different types of costs associated with quality.
- Cite the situations in which a business is better able to retain risk.
- Identify the contents of a corporate risk profile.
- Specify the tools used to contact employees during an emergency, as well as their advantages and disadvantages.
- Identify the planning structure of a project, and what is done during each phase.
- Cite the activities included in a planning and control system.
- Specify the contents of a work breakdown structure.
- Recognize the structure of a Gantt chart.
- Recognize the concept of slack time in the management of a project's critical path.

About the Author

Steven Bragg, CPA, has been the chief financial officer or controller of four companies, as well as a consulting manager at Ernst & Young. He received a master's degree in finance from Bentley College, an MBA from Babson College, and a Bachelor's degree in Economics from the University of Maine. He has been a two-time president of the Colorado Mountain Club, and is an avid alpine skier, mountain biker, and certified master diver. Mr. Bragg resides in Centennial, Colorado. He has written more than 250 books and courses, including *New Controller Guidebook*, *GAAP Guidebook*, and *Payroll Management*.

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