



ESCOLA POLITÉCNICA - USP
EXAME DE SELEÇÃO PARA O PROGRAMA DE PÓS-GRADUAÇÃO EM
ENGENHARIA DE PRODUÇÃO - 2014

Inglês – Doutorado
21/09/2013 – de 9h a 12h

Instruções

1. Só abra este caderno quando o fiscal autorizar.
2. Este caderno compõe-se de 20 questões objetivas, destinadas a avaliar a compreensão de textos sobre tópicos relevantes à Engenharia de Produção, e de 5 questões discursivas, que visam avaliar a expressão escrita em língua inglesa.
3. Em cada questão objetiva, há 5 alternativas, sendo correta apenas uma.
4. Preencha completamente o alvéolo na folha óptica de respostas, utilizando necessariamente caneta esferográfica com tinta azul ou preta. Exemplo: ■■■
Não deixe questões em branco na folha óptica de respostas.
5. As questões discursivas devem ser respondidas, obrigatoriamente, em inglês, com caneta esferográfica com tinta azul ou preta e de maneira legível.
6. Duração da prova: **3 horas**. O candidato deve controlar o tempo disponível. Não haverá tempo adicional para transcrição de gabarito para a folha óptica de respostas.
7. O candidato poderá retirar-se do prédio após 1 hora de prova.
8. Durante a prova, é vedada a utilização de qualquer material de consulta, eletrônico ou impresso, e de aparelhos de telecomunicação.
9. **Atenção!** No final da prova, é obrigatória a devolução deste caderno de questões e da folha óptica de respostas. Poderá ser levado somente o gabarito provisório de respostas, referente à parte objetiva da prova.

Observação

A divulgação do resultado desta fase será no dia 07 de outubro de 2013, no site da FUVEST (www.fuvest.br) e no quadro de avisos do PPGEP-EPUSP.

ASSINATURA DO CANDIDATO: _____

INGLÊS

TEXTO PARA AS QUESTÕES DE 01 A 03

The concept of culture may refer to the levels of nation, organization, or group (e.g., practice-based culture). This paper views culture as “a pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems” (Schein, 1985, p. 9).

Employees are, per definition, part of a practice-based culture when they share a similar practice. In short, the employees communicate, analyse and carry out work similarly. Therefore, they can often relate more strongly to their practice-based culture, compared to a distant organisational or national culture. Since the practice-based culture is grounded in a community – or rather network – it affects, and in some cases even determines, knowledge sharing, socialisation processes and innovations. A practice-based culture can be loosely structured and heterogeneous or more homogeneous. For example, sales employees are more external, situated and contextually oriented in their work. While for example accountants share, among other things, the “language” of accounting.

Iveroth, E. Leading global IT-enabled change across cultures. *European Management Journal* (2012), doi: 10.1016/j.emj.2011.12.002. Adaptado.

01

A definição de cultura apresentada no texto enfatiza

- a necessidade de se trabalhar com grupos homogêneos.
- o caráter dinâmico e fluido desse conceito.
- a fragmentação das culturas organizacionais.
- os problemas de adaptação no interior do grupo.
- o sentido de nação para a compreensão desse conceito.

02

Segundo o texto, os funcionários de uma organização tornam-se parte de uma cultura baseada na prática

- quando se relacionam com a cultura da matriz.
- porque trabalham na mesma organização.
- sempre que interagem à distância.
- se desenvolvem práticas semelhantes.
- ao estabelecerem uma linguagem comum.

03

Em relação à cultura baseada na prática, os exemplos dados no texto ilustram uma concepção que se caracteriza por ser

- contextual.
- inovadora.
- imutável.
- repetitiva.
- homogênea.

TEXTO PARA AS QUESTÕES DE 04 A 08

This study presents an investigation of the relationship between motivation for ISO 9000 certification and internalisation of practices underlying ISO 9000 standards. We use the theoretical lenses of resource-based view and institutional theory to develop our research hypotheses linking motivation with internalisation of ISO 9000 standards. These theories also provide a cogent means to understand the findings from the study. Further, the study presents the performance implications of internationalisation of ISO 9000 standards. A path model is developed that links motivation, internalisation of ISO 9000 standards and performance. Survey data from 281 ISO 9001 certified manufacturing and service organisations in Australia is used to test the research hypotheses of the study. The results suggest that internalisation of practices underlying ISO 9000 standards is affected by functionalist and institutionalist drivers. We find that internalisation of ISO 9000 standards is positively associated with operational performance, and operational performance, in turn, is positively associated with business performance. A closer examination by splitting the sample between high and low performing firms reveals that internalisation of ISO 9000 standards is associated with both functionalist and institutionalist motives in low performing firms, whereas only functionalist drivers influence the internalisation of ISO 9000 standards in high performing firms. We offer theoretical and managerial implications of our findings.

Nair, A.; Prajogo, D. Internalisation of ISO 9000 standards: the antecedent role of functionalist and institutionalist drivers and performance implications. *International Journal of Production Research*. Vol. 47, No. 16, 15 August 2009.

04

O estudo de que trata o texto tem como objetivo

- mensurar as pressões institucionais para a internalização das práticas relativas ao padrão ISO 9000.
- apresentar teorias institucionais a respeito da certificação ISO 9000.
- pesquisar a relação entre a motivação para a certificação ISO 9000 e a internalização das práticas correspondentes.
- investigar as implicações operacionais para a certificação ISO 9000.
- avaliar os benefícios da certificação ISO 9000 no plano internacional.

05

De acordo com o texto, dentre os resultados da pesquisa está

- a associação negativa entre desempenho operacional e desempenho nos negócios nas empresas pesquisadas.
- a proposta de ações para a obtenção de certificações de qualidade.
- a criação de um modelo para a mensuração dos benefícios da certificação ISO 9000.
- o estabelecimento de ligação entre a internalização dos padrões ISO 9000 e o desempenho operacional.
- o uso de novos parâmetros para a análise das consequências da adoção de certificações de qualidade.

06

O termo “drivers” (L. 17), considerado no contexto, pode ser entendido como sinônimo de

- implications.
- standards.
- performances.
- practices.
- motives.

07

Nos limites do estudo descrito no texto, os resultados mostram que, entre empresas de alto desempenho e empresas de desempenho fraco,

- a certificação é mais necessária nas segundas.
- a adoção da certificação é maior nas primeiras.
- as motivações para a certificação diferem em parte.
- o desempenho é melhor nas empresas de serviço.
- os problemas de gestão são distintos.

08

No texto, as palavras “the sample” (L. 21) referem-se

- às organizações pesquisadas.
- às empresas de alto desempenho.
- à certificação ISO 9000.
- ao desempenho nos negócios.
- às hipóteses de pesquisa.

TEXTO PARA AS QUESTÕES DE 09 A 12

The facility location problem has been around for a long time. In general, it concerns the geographical positioning of facilities for a specific organizational entity, such as a company. As such, it is a strategic decision related to the configuration of the manufacturing network. As competition becomes global and the complexity of the environment in which companies operate is increasing, managing an integrated international network has become an increasingly important task for managers. Traditionally, the objective has been to derive a cost-optimal distribution of facilities with respect to the location of markets (customers) and raw materials (suppliers). More recently, access to skills and knowledge has been added as a major strategic factor that affects location decisions. Manufacturing companies that have more than one plant can gain insights on markets, products, and processes by managing a group of plants as a manufacturing network. In practice, this can lead to a complete reconfiguration of the manufacturing network. In other cases, the changes to the manufacturing network may be more incremental such as opening up of a new facility or closing down an existing one. There may be different strategic reasons for the location decisions for different manufacturing facilities, such as access to low-cost manufacturing, proximity to market, and access to skills and knowledge. Thus, deciding on the “optimal” set and location of manufacturing facilities is becoming increasingly difficult.

Chen, L.; Olhager, J.; Tang, O. Manufacturing facility location and sustainability: A literature review and research agenda. *International Journal of Production Economics* (2013), <http://dx.doi.org/10.1016/j.ijpe.2013.05.013>. Adaptado.

09

O texto informa que a localização geográfica das instalações de uma empresa

- necessita ser mais bem analisada.
- é um problema de difícil solução.
- reflete-se na qualidade do gerenciamento.
- deve levar em conta principalmente os custos.
- está se tornando uma questão complexa.

10

O pronome “it” (L. 4), conforme utilizado no texto, refere-se a

- “manufacturing network” (L. 5).
- “organizational entity” (L. 3).
- “facility location” (L. 1).
- “strategic decision” (L. 4).
- “cost-optimal distribution” (L. 10).

11

A conjunção “As” (L. 5), entendida no contexto, pode ser traduzida, em português, por

- enquanto.
- à medida que.
- contanto que.
- quando.
- da mesma forma que.

12

Conforme o texto, as empresas manufatureiras têm a ganhar se

- concentrarem suas ações na aquisição de novos conhecimentos.
- escolherem locais com baixo custo de mão de obra.
- reconfigurarem sua rede internacional de fábricas.
- montarem fábricas em locais mais próximos da matriz.
- gerenciarem suas diversas instalações na forma de rede.

TEXTO PARA AS QUESTÕES DE 13 A 16

Supply chain risk management (SCRM) has been regarded as crucial for the overall management of risks facing an enterprise. This importance has been significantly heightened especially by the current economic crisis, again due to the increased reliance on suppliers. While lessons can be learned from previous crises, the present struggles, with one of the most severe financial downturns since the Great Depression, demand a new approach to risk management. The degree of an enterprise’s interconnection with its suppliers today is also unprecedented in business history, presenting the supply side with a whole new host of challenges.

Despite this true significance of SCRM in economic crises, research in this area has been scarce. In general, research is depleted of how such a severe development like the financial crisis affects risk management. A financial crisis is different from single suppliers defaulting in a supply chain network, as the entire supply network, including the focal firm, may be distressed. Furthermore, one could argue that the financial crisis may not only negatively affect the focal firm; there can also be positive repercussions. For example, suppliers may have idle capacity and may thus be able to deliver with shorter lead times, resulting in a positive impact on the buying firm. As such, it is important to note that the financial crisis must be explained including both negative and potentially positive impacts on the buying firm.

Blome, C.; Schoenherr, T. Supply chain risk management in financial crises – A multiple case-study approach. **International Journal of Production Economics** 134 (2011). Adaptado.

13

No texto, defende-se o argumento de que, na crise financeira referida,

- a gestão de risco deve ser abordada de novas maneiras.
- as empresas devem buscar novos fornecedores.
- as ações devem se espelhar nas lições do passado.
- os gestores devem evitar novos riscos de toda forma.
- o investimento em pesquisa deve ser suspenso.

14

A palavra “reliance” (L. 5), entendida no contexto, pode ser traduzida por

- diversificação.
- escassez.
- confiança.
- dependência.
- falha.

15

Segundo o texto, as pesquisas na área de gestão de riscos da cadeia de suprimentos são

- a) inovadoras.
- b) desnecessárias.
- c) poucas.
- d) ultrapassadas.
- e) desafiadoras.

16

No texto, o exemplo de fornecedores com capacidade ociosa é empregado para

- a) descrever os impactos negativos de uma crise financeira sobre as empresas fornecedoras.
- b) ilustrar a possibilidade de uma crise financeira ter impacto positivo sobre as empresas compradoras.
- c) argumentar em favor da necessidade de ampliação da rede de fornecedores em momentos de crise.
- d) recomendar a adoção de medidas protetoras do capital das empresas durante uma crise econômica.
- e) sugerir o estabelecimento de prazos mais curtos para o fornecimento de produtos em resposta a crises.

TEXTO PARA AS QUESTÕES DE 17 A 20

- In the early 1990s, Wirth (1992) notes the need for an emphasis on integrative skills (e.g., coordinating and facilitating, communicating, planning, and conflict resolution), along with boundary-spanning skills (e.g., business negotiation, legal aspects, and community, public, and institutional relations), within project management education. These emerging skills were encouraged in lieu of an emphasis on technical management skills that could be delegated to staff with computer expertise. The integrative skills emphasis is a theme that has been advocated by several other authors. By the late 1990s, researchers were concluding that effective project managers evolved with experience, suggesting that initial project training and assignments should be straightforward, emphasizing the tools and techniques of project management, whereas later projects and training should address skills such as managing people and conflicts, strategy, and leadership.*

Starkweather, J.A.; Stevenson, D.H. PMP certification as a core competency: necessary but not sufficient. **Project Management Journal**. February 2011. Adaptado.

17

Conforme o texto, a pesquisa de Wirth (1992) observou que a capacitação em gestão de projetos precisava

- a) enfatizar as habilidades integrativas e de expansão de limites.
- b) retornar às técnicas desenvolvidas no passado.
- c) concentrar-se na coordenação e mediação de conflitos.
- d) dar mais valor às habilidades técnicas de gestão.
- e) encorajar o surgimento de novos talentos.

18

No texto, os termos a que “these emerging skills” (L. 7) se referem **NÃO** incluem

- a) “business negotiation” (L. 5).
- b) “computer expertise” (L. 9).
- c) “institutional relations” (L. 6).
- d) “conflict resolution” (L. 3-4).
- e) “managing people” (L. 16-17).

19

De acordo com o texto, as pesquisas do final dos anos 1990 sugeriam que o treinamento inicial em projetos deveria se concentrar

- a) na formação de novas lideranças.
- b) no exemplo de gerentes de projeto experientes.
- c) nas habilidades de gestão de pessoas e conflitos.
- d) no desenvolvimento de habilidades integrativas.
- e) nas técnicas de gestão de projetos.

20

A conjunção “whereas” (L. 15) pode ser traduzida em português, sem prejuízo de sentido, por

- a) no lugar de.
- b) embora.
- c) portanto.
- d) ao passo que.
- e) de modo que.

INGLÊS

Texto 1

Abstract

Purpose – The purpose of this paper is to identify the contemporary research themes published in International Journal of Operations & Production Management (IJOPM) in order to contribute to current debates about the future directions of operations management (OM) research.

Findings – The paper reports the main research themes and research methods inherent in the 310 published papers.

- 5 Statistics on the countries represented by these papers and the size and international composition of author teams are provided, together with the publication success rates of the countries that submit in the highest volumes, and the success rates associated with the size of the author team. Finally, data on the reasons for rejection of manuscripts are presented.

- 10 **Research limitations/implications** – There is some residual inaccuracy in content analysis methods, whereby, in extracting research themes there is often more than one topic covered. In the same vein, as regards categorisation of the causes of rejection of manuscripts during the review process, there is frequently more than one reason for rejection, so perhaps a weighted scoring system would have been more insightful. In determining the country of origin of papers, while the country of the corresponding author is used, it should be recognised that some studies originate from international collaborations so that this method may give a slightly distorted picture. Finally, in computing publication success rates by comparison of submissions and published papers there is a time delay between the two data sets within any defined period of analysis.

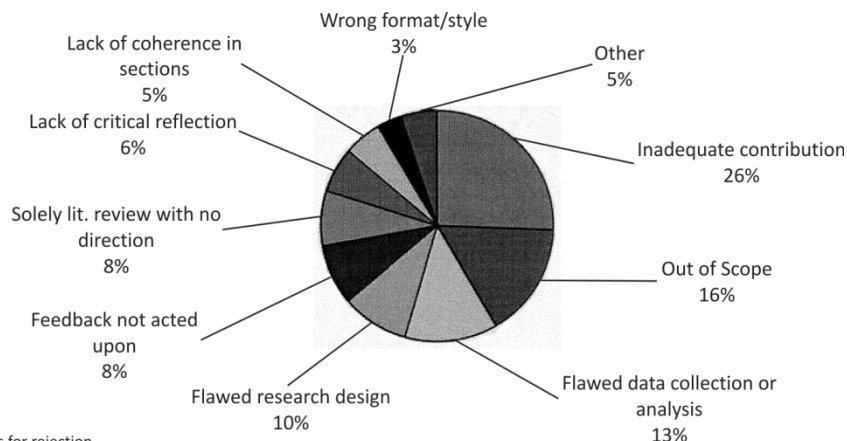


Figure 6.
Main reasons for rejection
of submitted manuscripts

Note: n = 1,543; percentages rounded to nearest whole number

Taylor, A.; Taylor, M. Operations management research: contemporary themes, trends and potential future directions. **International Journal of Operations & Production Management**. Vol. 29, No. 12, 2009. Adaptado.

1. According to the text, for what purposes is statistics used in the study?

2. In the context of the text, explain what is meant by “a weighted scoring system” (L. 11).

3. As regards the data in Figure 6, explain what is meant by “Feedback not acted upon” and “Solely lit. review with no direction”.

Texto 2

The establishment of a new research discipline, with agreement on the concomitant body of knowledge, is a process rife with opportunity for scholarship and discourse. Included in the evolution of many new disciplines is the official credentialing of initiates/adherents to said discipline. This credentialing process goes beyond mere membership; it purports to signify attainment of a specified set of skills and experiences along with an understanding of a core body of knowledge. We use the term certification to denote mastery of these skills, experiences, and knowledge. The issuance of a certificate by a national or international oversight board is written evidence that the incumbent has met specified requirements. Being certified is similar to being endorsed by the official standards keepers; one might think of it as human (as opposed to product) quality assurance. Given the significance attached to professional certification, it becomes incumbent upon the granting organization to ensure that professional standards and instructional content reflect best practices within the discipline. This is no small order, as an emerging discipline is, by definition, a work in progress – not easily nor definitely captured.

Starkweather, J.A.; Stevenson, D.H. PMP certification as a core competency: necessary but not sufficient. **Project Management Journal**. February 2011.

4. According to the text, why is it important to certify initiates or adherents to a new discipline?

5. In the context of the text, explain the difficulty faced by the granting organization of professional certification.

XXX.XXX.XXX.XXX DD/MM/AAAA HH:MM:SS

PPGEP 2014
1ª Fase - Inglês (21/09/2013)

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