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CIPS L5M9 Operations Management LO1

1. Operations Management	The processes of managing the resources and processes involved in the acquisition and transformation of inputs and the distribution of outputs.
2. Five Key Performance Dimensions / Performance Objectives - Slack and Brandon-Jones	1. Quality 2. Speed 3. Dependability 4. Flexibility 5. Cost
3. Quality	Producing products and services that satisfy customer needs.
4. Speed	Ensuring a short lapse of time between when orders are made and fulfilled.
5. Dependability	Producing products that are reliable and consistent.
6. Flexibility	Adapting to changes in demand or marketplace changes.
7. Cost	Producing products and services at minimum cost.
8. Operation	Smallest divisible piece of work or activity within an organisation. CREATING FLOW
9. Production Methods	1. Make to Order - craft production. Does not commence until an order has been received. 2. Mass Production - make to stock - low variety / high volume 3. Mass Customisation / Late Customisation - mix between made to order and mass production. Products standardised to a certain point e.g. Dell
10. I T O	Input - Transformation - Output The market is the point in which an output transforms into an input
11. Input	

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CIPS Operations Management Sample Questions (Q56-Q61):

NEW QUESTION # 56

The operating process which ensures projects are completed according to customers' specifications is known as what?

- A. procurement
- **B. quality control**
- C. project management
- D. process selection

Answer: B

Explanation:

This is quality control. The definition is taken from p.64. It comes under the section on construction, but can be applied to other industries too, particularly manufacturing.

NEW QUESTION # 57

In which industry would scheduling, health and safety and quality control be key focuses of operations processes?

- A. retail
- **B. construction**
- C. agriculture
- D. finance

Answer: B

Explanation:

The correct response is Construction. Out of those listed, it is the one most concerned with Health and Safety. This is from p.64

NEW QUESTION # 58

There are four manufacturing companies located on Seashell Industrial Estate. Each company creates a different product and employs a different maintenance approach to its operations. For each company, select the corresponding maintenance approach and the key operating process characteristic.

Company 1: This company creates craft beer and offers customers a tour of the brewery for a small charge. The brewing equipment is serviced monthly and the brewery is kept extremely clean. All equipment is labelled with the last service date.

Company 2: This company produces seasonal items such as Easter Eggs and Christmas Cake. The equipment has a control panel where lights will flash red advising staff to check oil levels and components. Staff can then report issues to the maintenance team if remedial work is required. Product demand fluctuates throughout the year.

Company 3: This equipment does not often break down and is only fixed when it is reported by staff as no longer working.

Company 3 creates toys, providing a large range of product sizes and colours based on different customer requirements.

Company 4: Parts of the machine are serviced quarterly but in general, the machine is left to run its course and is then replaced when it is no longer financially viable to fix. The company produces cereal and the operating process is focused on the quantity produced and therefore uses standardised processes.

Complete the table below by listing the maintenance approach and operating process characteristic for each company. Each response should only be used once: preventative maintenance, run to breakdown maintenance, condition-based maintenance, mixed maintenance, volume, visibility, variation, variety

	Maintenance Approach	Operating Process Characteristic
Company 1	1	5
Company 2	2	6
Company 3	3	7
Company 4	4	8

Which of the following will you put into box 5?

- A. variety
- **B. visibility**

- C. variation
- D. volume

Answer: B

Explanation:

The correct answers are as follows:

	Maintenance Approach P. 103 LO 2.2	Operating Process Characteristic P. 48 LO 1.3
Company 1	1 Preventative Maintenance There is monthly servicing	5 Visibility Customers can take a tour therefore equipment is very visible
Company 2	2 Condition-Based Maintenance Lights alert staff when there are issues	6 Variation There is demand fluctuation throughout the year
Company 3	3 Run to Breakdown Maintenance Machines are only fixed when they are not operating	7 Variety Lots of different products are created (different sizes and colours)
Company 4	4 Mixed Maintenance Strategy There is a mix of quarterly servicing and a run-to-breakdown approach	8 Volume The focus is on quantity

NEW QUESTION # 59

There are four manufacturing companies located on Seashell Industrial Estate. Each company creates a different product and employs a different maintenance approach to its operations. For each company, select the corresponding maintenance approach and the key operating process characteristic.

Company 1: This company creates craft beer and offers customers a tour of the brewery for a small charge. The brewing equipment is serviced monthly and the brewery is kept extremely clean. All equipment is labelled with the last service date.

Company 2: This company produces seasonal items such as Easter Eggs and Christmas Cake. The equipment has a control panel where lights will flash red advising staff to check oil levels and components. Staff can then report issues to the maintenance team if remedial work is required. Product demand fluctuates throughout the year.

Company 3: This equipment does not often break down and is only fixed when it is reported by staff as no longer working.

Company 3 creates toys, providing a large range of product sizes and colours based on different customer requirements.

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	Maintenance Approach	Operating Process Characteristic
Company 1	1	5
Company 2	2	6
Company 3	3	7
Company 4	4	8

Which of the following will you put into box 6?

- A. variety
- **B. variation**
- C. visibility
- D. volume

Answer: B

Explanation:

The correct answers are as follows:

	Maintenance Approach P. 103 LO 2.2	Operating Process Characteristic P. 48 LO 1.3
Company 1	1 Preventative Maintenance There is monthly servicing	5 Visibility Customers can take a tour therefore equipment is very visible
Company 2	2 Condition-Based Maintenance Lights alert staff when there are issues	6 Variation There is demand fluctuation throughout the year
Company 3	3 Run to Breakdown Maintenance Machines are only fixed when they are not operating	7 Variety Lots of different products are created (different sizes and colours)
Company 4	4 Mixed Maintenance Strategy There is a mix of quarterly servicing and a run-to-breakdown approach	8 Volume The focus is on quantity

NEW QUESTION # 60

Performance Benchmarking is a form of what type of benchmarking?

- A. internal
- B. non-competitive
- C. competitive
- D. external

Answer: A

Explanation:

Performance Benchmarking is an internal form of benchmarking where you compare the performance of 2 different departments against each other. This is from p.82.

NEW QUESTION # 61

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