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## CIPS L5M9 Actual Exam, L5M9 Practical Information

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## CIPS Operations Management Sample Questions (Q35-Q40):

### NEW QUESTION # 35

Where a company produces many different but similar products, what is this dimension known as?

- A. low variation
- B. **high variety**
- C. low variety
- D. high variation

**Answer: B**

Explanation:

This is high variety. Variation is about fluctuations in demand. See p.49

**NEW QUESTION # 36**

In which stage of development does the operations department contribute competitive advantage to an organisation?

- A. externally supportive
- B. externally neutral
- C. internally neutral
- D. internally supportive

**Answer: A**

Explanation:

Externally supportive is the final stage of the Hayes and Wheelwright Operations Contribution Model. At this stage Operations is proactive, and has high levels of innovation and adaption. See p.31

**NEW QUESTION # 37**

Khaled has recently been hired as an Operations Manager at a company providing consultancy services. This is his first role in the service industry, previously he has worked at companies providing goods. He understands that services are intangible and therefore there is a difference in how Operations may be managed. Which of the following sentences about services are true? Select THREE

- A. production and consumption occur simultaneously
- B. it is not possible to return a service
- C. services cannot be stored, unlike goods
- D. there is a transfer of ownership when purchasing a service
- E. there is no variability in services

**Answer: A,B,C**

Explanation:

The correct sentences are 2, 3 and 5. This is from the table comparing services and goods on p.47. Note that you can ask for a refund if you're unhappy with a service, but you can't physically return the service you've received. Option 1 is incorrect- there is no transfer of ownership with services (there is with goods). Option 4 is incorrect as every service is different- there is a high level of variability in delivery.

**NEW QUESTION # 38**

Little Joy Ltd is a large company with several functional departments. Below are details of four departments. For each, you must decide which functional area of the business the department is, as well as the SERVQUAL Gap that each Department Lead is concerned with.

Department 1: This department is concerned with the creation of products. The products are created in line with BS EN 716-1 and undergo vigorous tests before they leave the factory. Many customers are unaware of the additional costs of testing to BS EN 716-1 and complain about the price of this product line.

Department 2: Other departments of the business are internal customers of this functional area and approach the Department Lead when they require something to be bought. Often the internal customers have unrealistic expectations of the timescales involved in the process and the Department Lead spends a lot of time explaining lead times and logistics.

Department 3: This functional area creates the budgets for the company and emails these to the Department Leads at the beginning of every quarter. Due to the complexity of the documents, other functional areas of the business often don't understand the information provided.

Department 4: This area of the business is concerned with revenue, which has recently slumped. The Department Lead is conducting market surveys to find out the reason for this.

Complete the table below by listing the Functional Area of the business, and the corresponding SERVQUAL Gap. Each response should only be used once: procurement, finance, sales, production, satisfaction gap, delivery gap, standards gap, communication gap.

Which of the following will you put into box 8?

- A. standards gap
- **B. satisfaction gap**
- C. communication gap
- D. delivery gap

**Answer: B**

Explanation:

The correct answers are as follows:

**NEW QUESTION # 39**

Below are details of 4 local manufacturing companies. For each company you must decide what the main objective is for the organisation and what layout their manufacturing plant has.

Company 1: This company creates large, delicate products which are hard to move. The main aim of the company is to stand out from competitors due to the superior level of materials used and by using the latest forms of technology to create the items.

Company 2: This company produces 72 different items and has designated zones within its premises for the creation of each item. The zones are organised based on the technology used and some products may be passed between different zones to be completed. The company creates many different items in response to changing customer demands, with many product lines only lasting a single season.

Company 3: Company 3 creates one product which flows along a single production line, with staff members adding to the product on four different occasions. The company must produce a high volume of this singular product in order to break even. Therefore, there is always a steady flow of items through the plant and it is important there is no stoppage in production.

Company 4: This company produces small batches of products, as and when they are ordered by customers. Due to uncertainty in demand, a high profit margin is added to the cost of each item. Teams in the factory are grouped into different areas depending on the technological process they are using.

Complete the table below by listing the objective criteria and plant layout for each company. Each response should only be used once: flexibility, speed, quality, cost, functional layout, cell layout, product layout, fixed-position layout

Which of the following will you put into box 6?

- A. functional layout
- B. product layout
- **C. cell layout**
- D. fixed-position layout

**Answer: C**

Explanation:

The correct answers are as follows:

**NEW QUESTION # 40**

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