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Operations Management

[L5M9]
Elective
Study Guide

Level 5
Advanced Diploma in
Procurement and Supply

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CIPS Operations Management Sample Questions (Q39-Q44):

NEW QUESTION # 39

What is the main purpose of Six-Sigma?

- A. eliminate variation
- B. customer satisfaction
- C. to break even
- D. reduce waste

Answer: A

Explanation:

The primary purpose of six-sigma is to eliminate variation. It's a form of quality control used a lot in manufacturing. See p.136

NEW QUESTION # 40

What is the name given to a person in an organisation who is competent in the Six-Sigma approach?

- A. Black Belt
- B. Master
- C. Quality Circle Leader
- D. Project Owner

Answer: A

Explanation:

They're known as black belts (yes, like in martial arts). To gain a black belt in Six-Sigma you usually have to undergo a training course and have so many hours experience. See p.139.

NEW QUESTION # 41

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

Which of the following will you put into box 1?

- A. preventative maintenance
- B. condition-based maintenance
- C. mixed maintenance
- D. run-to-breakdown maintenance

Answer: A

Explanation:

The correct answers are as follows:

NEW QUESTION # 42

An Operations Manager is responsible for making many decisions. Which of the following would be a strategic decision made by an Operations Manager?

- A. scheduling the production of manufactured goods
- B. creating quality standards
- C. deciding which inventory to carry
- D. deciding how to allocate key raw materials among the functional areas

Answer: D

Explanation:

4 is the only strategic decision listed here. The other options are 'operations decisions' rather than 'strategic'. Strategic decisions influence the direction the company is going in and may have an effect on the long-term strategy of the company. Operational decisions are about ensuring everything runs smoothly and the Five Rights are achieved. This is from p.4-6 of the study guide.

NEW QUESTION # 43

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

Which of the following will you put into box 5?

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

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 44

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