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CIPS Operations Management Sample Questions (Q111-Q116):

NEW QUESTION # 111

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 2?

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

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 no. of quarterly servicing and a run-to-breakdown approach	8 Volume The focus is on quantity

NEW QUESTION # 112

Operations Management is concerned with the management of resources in the production of tangible goods. Is this TRUE?

- **A. no - operations management can also be concerned with the creation of intangible goods**
- B. no- operations management is concerned with ensuring the organisation is profitable
- C. yes- operations management is ensuring a company has the correct resources to create goods
- D. yes- operations management ensures there are sufficient goods produced to meet customer demand

Answer: A

Explanation:

you can't touch or hold), also requires operations management. P.2

NEW QUESTION # 113

Which of the following would you require in order to calculate the availability of a piece of equipment used in manufacturing?

- A. production rate
- **B. mean time to repair**
- C. output of machine
- D. cost of repair

Answer: B

Explanation:

You need to know the mean time to repair - i.e. the amount of time the machine is 'out of action'. The calculation is $\text{availability} = \frac{\text{mean time between failure}}{\text{mean time between failure} + \text{mean time to repair}}$. P.95

NEW QUESTION # 114

Which of the following would you likely find on a Process Control Chart which is being used to monitor the quality of products manufactured in a factory?

- A. arrows showing the flow of goods
- B. different activities completed and the amount of slack available in each activity
- C. upper and lower control limits
- D. frequency of defects

Answer: C

Explanation:

2 is the correct answer. A Process Control Chart shows changes in a process over time (for example how hot the oven is). There are three horizontal lines; an upper control limit, a central line, and a lower control line. The idea is that the temperature is measured regularly and always falls between the upper and lower lines, and as close to the central line as possible. P.127

NEW QUESTION # 115

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

	Objective Criteria	Plant Layout
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. functional layout
- B. product layout
- C. cell layout
- D. fixed-position layout

Answer: C

Explanation:

The correct answers are as follows:

	Objective Criteria p.4 LO 1.1	Plant Layout p.17 LO 1.1
Company 1	1 quality The company uses superior levels of materials to stand out from competitors	5 fixed-position layout The product is large and delicate, indicating that it shouldn't be moved- the product will stay in the same fixed position with the team working around each item (rather than the item moving through the factory).
Company 2	2 flexibility The company changes its product lines frequently (every season) depending on customer demands	6 cell layout Production is grouped into zones, or cells, with products transferring between the cells if needed.
Company 3	3 speed The company needs to work quickly to produce the item, with no stoppage in production	7 product layout This is also known as a line or flow layout- products travel around the plant to different teams. This is the most common form of layout in mass-produced manufacturing.
Company 4	4 cost There is a high profit margin added to each item	8 functional layout this is also known as 'job shop' or 'process' layout. Processes are clustered into different areas depending on the technology being used

NEW QUESTION # 116

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