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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 (Q94-Q99):

### NEW QUESTION # 94

What is the main purpose of Six-Sigma?

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

**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 # 95

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

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

**Answer: A**

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 # 96

Which of the following stakeholders are also internal customers?

- A. buyers
- B. the local community
- C. **employees**
- D. banks and lending agencies

**Answer: C**

Explanation:

Employees are internal customers. This is when staff consume a service or product - for example an organisation might have a Procurement Department which runs tenders for the other different departments when they need to buy something. In this example, the other departments (and their employees) are internal customers of the Procurement Department. P.47

### NEW QUESTION # 97

When processing low volumes of a product, specialisation is high and it is therefore possible to create products at a lower unit cost. Is this TRUE?

- A. no- the volume of products created does not impact upon unit costs as these are fixed in advance
- B. yes- when producing low volumes of a product, cost savings can be transferred to the customer
- C. yes- staff gain specialities when there is less products to create
- D. **no- creating products in low volumes often leads to a higher unit cost**

## Answer: D

Explanation:

3 is the correct answer. Firstly we look at if the sentence is true or not. It is not- so we can discount options 1 and 2. The study guide states that low volume = less specialisation and higher unit costs. It gives the example of McDonalds because of the high volume of meals they produce, they have Standard Operating Procedures and staff specialising in different areas of the kitchen to ensure efficiency (one person takes the order, another person fries the burger, another makes the drinks). The higher the volume of items produced, the lower the unit cost is. This means that Option 4 is therefore incorrect.

## NEW QUESTION # 98

Under what circumstances would an 'intermittent operations' process be the most suitable?

- A. in high value, high volume production
- B. many different items are produced in low quantities
- C. an organisation with low numbers of manufacturing staff
- D. where quality assurance must be carried out regularly

## Answer: B

Explanation:

1 is the correct answer. Intermittent operations is when you have different products that require different product arrangements. For example when you produce several items in small batches and need to change the configuration of the machines regularly. A factory that makes boxes of chocolates will use intermittent operations as they'll produce 12 different types of chocolate to go into the boxes- they'll need to stop operations after each type is made, to then set up to make the next type. This is the opposite of continuous production, where you make one product continuously (e.g. tins of tomatoes). This is from p.13. Option 2 is incorrect as quality assurance wouldn't stop production. Option 3 is incorrect as you can have a few staff doing continuous operations. Option 4 is incorrect as a high volume would indicate this is continuous production rather than intermittent. See p.13.

## NEW QUESTION # 99

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