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CIPS Operations Management Sample Questions (Q54-Q59):

NEW QUESTION # 54

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 2?

- A. quality
- B. cost
- C. speed
- D. flexibility

Answer: D

Explanation:

The correct answers are as follows:

NEW QUESTION # 55

In Operations Management strategies, there are 10 strategic areas which fall into two categories: structure-related and infrastructure-related. Which of the following are structure-related? Select TWO

- A. capacity
- B. quality
- C. supply network
- D. new product development
- E. performance measurements

Answer: A,C

Explanation:

Capacity and Supply Network are structure-related. The other three are Infrastructure-related. This is from p.35-36 of the study guide. Structure is about the 'hardware' of the business and physical attributes. Infra-structure is considered the software and are easier to change.

NEW QUESTION # 56

A bread factory is introducing a 'Poka yolk' methodology to reduce defects. What will be the focus of this?

- A. outputs- which will be measured against strict criteria
- B. inputs such as the quality of raw materials
- C. machinery- ensuring there is little to no downtime in machinery use
- D. staff- the reduction of human error

Answer: D

Explanation:

Poka Yolk is about reducing human / user errors. This is from p.134

NEW QUESTION # 57

Which of the following is not a key stakeholder in the implementation of Six-Sigma?

- A. processes
- B. employees
- C. suppliers
- D. customers

Answer: C

Explanation:

Suppliers are not a stakeholder for Six Sigma- the other three are- this is from p.136

NEW QUESTION # 58

Companies that have high-visibility processes require higher levels of customer management skills than companies with low-visibility processes. Is this TRUE?

- A. yes- high visibility companies often have higher operating costs because of this
- B. no- low visibility companies must focus on increasing levels of customer service
- C. no- all companies require customer management skills
- D. yes- high visibility companies often have lower operating costs because of this

Answer: A

Explanation:

Firstly, the sentence is true, so you can discount options 3 and 4. A high-visibility company is one where customers see the operating process. Examples include education- students sit in the classroom so see the teaching process, and the postal service, where customers receive notifications of when parcels will be delivered. Low-visibility means the customer doesn't see the operating process, so an example of this would be agriculture or manufacturing customers just see the end result. Where customers see the process, companies require higher levels of customer management skills. Between options 1 and 2, 1 is correct - this is a direct quote from p.50. Where you have high visibility, you will likely need to employ more staff, deal with customers on the phone/ in person and companies will probably have more complaints- all of which cost money.

NEW QUESTION # 59

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