

# L5M9 Exam Cram Review, Exam L5M9 Material

## 1. L5M9 - Sep 2024 Exam ☺

1. Total quality management requires total involvement from the organisation to be successful. Is this statement TRUE or FALSE?
- True, because it requires cross-functional working to remove waste
  - True, because otherwise this is just quality control
  - False, because the procurement and quality teams are the key players
  - False, because it is the responsibility of production to get it right first time

ANS: B

2. There are key differences in the characteristics of goods and services. Which of the following are characteristics associated with services? Select THREE that apply
- Services involve little customer contact
  - Services are usually capital intensive
  - Quality is difficult to assess in services
  - Services are intangible
  - Delivery and processes are inseparable in services
  - Services can be stored as inventory

ANS: C,D,E

3. The activity of process redesign is most important when?
- Lead times for materials are decreasing
  - You have an increasing competitive advantage
  - Competitive priorities have changed
  - The cost of material inputs remain stable

Ans: C

4. Business continuity planning is a management process which provides a framework primarily focused on
- the long-term improvement of business processes
  - the benchmarking of processes in similar organisations
  - the recruitment and selection of skilled staff
  - the resilience of a business in the event of major failure

Ans: D

5. The bottom-up perspective of operations strategy relies on practical experience as the basis of what operations should do in the future. Is this correct?
- Yes, it is based on the premise that operations improvements cumulatively build strategy

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## CIPS Operations Management Sample Questions (Q115-Q120):

### 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 1?

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

**Answer: A**

Explanation:

The correct answers are as follows:

	<b>Objective Criteria</b> <b>p.4 LO 1.1</b>	<b>Plant Layout</b> <b>p.17 LO 1.1</b>
Company 1	<b>1 quality</b> The company uses superior levels of materials to stand out from competitors	<b>5 fixed- position layout</b> 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	<b>2 flexibility</b> The company changes its product lines frequently (every season) depending on customer demands	<b>6 cell layout</b> Production is grouped into zones, or cells, with products transferring between the cells if needed.
Company 3	<b>3 speed</b> The company needs to work quickly to produce the item, with no stoppage in production	<b>7 product layout</b> 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	<b>4 cost</b> There is a high profit margin added to each item	<b>8 functional layout</b> 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

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

**Answer: C,D**

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 # 117

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

**Answer: A**

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 # 118

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. staff- the reduction of human error**
- C. machinery- ensuring there is little to no downtime in machinery use
- D. inputs such as the quality of raw materials

**Answer: B**

Explanation:

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

#### NEW QUESTION # 119

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 # 120

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