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## CIPS Operations Management Sample Questions (Q31-Q36):

### NEW QUESTION # 31

Sunshine Ltd is a global manufacturer of confectionary with sales of products in over 30 different countries bringing in a revenue of over £5m. Due to different cultures and tastes, they produce similar products for each country market, but tweak the recipe slightly for each customer base. Which type of manufacturing process is used at Sunshine Ltd?

- A. customisation
- B. make to order
- C. mass customisation
- D. mass production

**Answer: C**

Explanation:

This is mass customisation as the items are produced both in large quantities and are customised for different client bases. See p.53 for more information on different production methods

### NEW QUESTION # 32

In which stage of development does the operations department contribute competitive advantage to an organisation?

- A. internally supportive
- B. externally neutral
- C. externally supportive
- D. internally neutral

**Answer: C**

Explanation:

Externally supportive is the final stage of the Hayes and Wheelwright Operations Contribution Model. At this stage Operations is proactive, and has high levels of innovation and adaption. See p.31

### NEW QUESTION # 33

The DMAIC Methodology includes five phases, what are these?

- A. design, measure, apply, improve, consult
- B. design, manufacture, analyse, implement, control
- C. define, measure, analyse, improve, control
- D. define, manufacture, apply, increase, conclude

**Answer: C**

Explanation:

1 is the correct answer. DMAIC stands for define, measure, analyse, improve, control. It's a common methodology applied in Six-Sigma. P.137

### NEW QUESTION # 34

The Balanced Scorecard is a performance management approach which looks at measuring four areas of a business. Of those listed below, which is not an area traditionally measured within the Scorecard?

- A. business processes
- B. environment
- C. finance
- D. customer

**Answer: B**

Explanation:

Environment is not traditionally measured- the other missing criteria is learning and development. This is an approach developed by Kaplan and Norton and there's often at least one question in the exam on this. I recommend learning this as it does also come up in other modules at Level 5 too. For a rounded view of the Balanced Scorecard framework check out this YouTube video:  
<https://www.youtube.com/watch?v=lGJ-25hikHA>

### NEW QUESTION # 35

JJ Ltd is a sporting goods manufacturer who is based in the UK. It is considering expanding its operations to include manufacturing sites based in South America. Which of the following considerations will JJ Ltd need to consider now that they are becoming an international organisation? Select TWO

- A. cultural aspects
- B. product design
- C. keeping costs down
- D. quality standards

Answer: A,D

Explanation:

In global sourcing cultural aspects will be important (such as differences in language and customs). Quality Standards is also a consideration as these differ from country to country. Keeping costs down and product design are incorrect as these would have been a consideration beforehand- they're not new considerations as per the question. See p.66 of the study guide.

### NEW QUESTION # 36

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