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CIPS Operations Management Sample Questions (Q40-Q45):

NEW QUESTION # 40

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 7?

- A. cell layout
- B. functional layout
- C. fixed-position layout
- D. product layout

Answer: D

Explanation:

The correct answers are as follows:

NEW QUESTION # 41

A company should aim to achieve all its performance objectives at the same time to ensure success. Is this TRUE?

- A. yes- a company should focus on all criteria at each stage of the product lifecycle
- B. no- companies should set performance criteria each month and this may change depending on market conditions
- C. no- companies should select which objectives should take precedent over others depending on the focus of the organisation at that time
- D. yes- focusing on all objectives simultaneously is the only way to achieve a higher profit and market share

Answer: C

Explanation:

4 is the correct answer. This is taken from the part of the study guide called 'Performance Objective Trade Offs' on p.41. It says that 'trying to achieve all objectives simultaneously will only lead to confusion and failure'. Personally I think that's a bit melo-dramatic for a study guide but the premise is right- depending on how sales are going, what your competitors are doing and other market factors, objectives may change and you'll need to prioritise some over others. Trying to do too much at the same time is never a good idea. Option 3 is incorrect because you shouldn't set objectives monthly that's too frequent- you won't have chance to meet the objectives before they change again.

NEW QUESTION # 42

Many companies choose locations for manufacturing facilities in low-cost countries. What is the benefit for a company of doing this?

- A. far from customers, availability of raw materials
- B. low cost land and facilities, access to government incentives
- C. high environmental and ethical standards, low cost land
- D. close to customers, low cost land, readily available labour

Answer: B

Explanation:

2 is the correct answer- this is taken from p.54 'site selection'. Option 1 is incorrect because low-cost countries are not located close to customers- products have to be shipped internationally. Option 3 is incorrect as low-cost countries tend to have lower environmental and ethics standards. Option 4 is incorrect because being far from customers isn't a benefit.

NEW QUESTION # 43

Where a company produces many different but similar products, what is this dimension known as?

- A. low variety
- B. high variation
- C. low variation
- D. high variety

Answer: D

Explanation:

This is high variety. Variation is about fluctuations in demand. See p.49

NEW QUESTION # 44

Blue Slipper Ltd is a multi-national organisation that produces a variety of cosmetic products. A team has been put together to create a strategy for the Marketing Department in order to increase sales and thus profitability. What level of strategy is being created?

- A. functional level strategy
- B. operational level strategy
- C. business level strategy
- D. corporate level strategy

Answer: A

Explanation:

The correct answer is functional level strategy as Marketing is a function within the business. P.32 discusses the three levels of strategy: corporate (whole organisation), business level (divided by business unit such as lipsticks, mascara etc) and function (divided by department such as marketing, operations and HR). The last option is made up.

NEW QUESTION # 45

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