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CIPS Level 5 – Advanced Diploma in Procurement and Supply

Operations Management [L5M9]

Sample Exam Questions (Objective Response)

The correct answer will be listed below each question

L5M9 Sample Questions April 2020

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CIPS Operations Management Sample Questions (Q112-Q117):

NEW QUESTION # 112

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. close to customers, low cost land, readily available labour
- D. high environmental and ethical standards, low cost land

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 # 113

There are four dimensions of operating processes; volume, variety, variation and visibility. What is meant by variation?

- A. the number of different products made
- B. the amount of different uses for the item being produced
- C. the number of different customers / markets for the product
- D. the fluctuation in demand for an item

Answer: D

Explanation:

The correct answer is 1- fluctuation in demand for an item. E.g. demand for woolly hats has a high variation depending on the time of year. Other products such as bread have a low variation as demand is more constant. Be careful not to confuse variation with variety. Variety is the number of different products made. This is from p.48-49

NEW QUESTION # 114

A fast-food restaurant provides a drink machine for customers to use, which allows the customer to select the drink that they wish by putting their cup under the machine and pushing a button. The machine will first drop ice into the cup, but this button will not work unless the cup is placed on an X. What is this an example of?

- A. redundancy
- B. run to breakdown
- C. fail safing
- D. preventative maintenance

Answer: C

Explanation:

This is fail safing. Fail safing is a design feature that prevents a failure. In this case, it prevents ice being dropped on the floor if there is no cup there. There are some good examples of this on p.102

NEW QUESTION # 115

Little Joy Ltd is a large company with several functional departments. Below are details of four departments. For each, you must decide which functional area of the business the department is, as well as the SERVQUAL Gap that each Department Lead is concerned with.

Department 1: This department is concerned with the creation of products. The products are created in line with BS EN 716-1 and undergo vigorous tests before they leave the factory. Many customers are unaware of the additional costs of testing to BS EN 716-1 and complain about the price of this product line.

Department 2: Other departments of the business are internal customers of this functional area and approach the Department Lead when they require something to be bought. Often the internal customers have unrealistic expectations of the timescales involved in the

process and the Department Lead spends a lot of time explaining lead times and logistics.

Department 3: This functional area creates the budgets for the company and emails these to the Department Leads at the beginning of every quarter. Due to the complexity of the documents, other functional areas of the business often don't understand the information provided.

Department 4: This area of the business is concerned with revenue, which has recently slumped. The Department Lead is conducting market surveys to find out the reason for this.

Complete the table below by listing the Functional Area of the business, and the corresponding SERVQUAL Gap. Each response should only be used once: procurement, finance, sales, production, satisfaction gap, delivery gap, standards gap, communication gap.

	Functional Area	SERVQUAL Gap
Department 1	1	5
Department 2	2	6
Department 3	3	7
Department 4	4	8

Which of the following will you put into box 8?

- A. communication gap
- B. satisfaction gap
- C. standards gap
- D. delivery gap

Answer: B

Explanation:

The correct answers are as follows:

	Functional Area LO 1.1 p.9	SERVQUAL Gap LO 1.3 p.56
Department 1	1 Production The department creates products	5 Standards Gap BS EN 716-1 is a Standard (its to do with safety requirements of baby cribs- but you're not expected to know this! You should guess this is a standard because it talks about 'vigorous tests')
Department 2	2 Procurement This department buys stuff	6 Delivery Gap This talks about timescales, lead times and logistics
Department 3	3 Finance This department creates budgets	7 Communication Gap The issue here is a lack of understanding due to the method of communication (email)
Department 4	4 Sales This department is concerned with revenue	8 Satisfaction Gap Market research is being done to find out why customers are not buying the product (which signals they're not satisfied).

NEW QUESTION # 116

Moto Ltd is a car manufacturer based in Japan. They implement a Kansei Engineering process. In Kansei Engineering which of the following is considered?

- A. costs of raw materials
- B. customer emotions
- C. environmental impact
- D. ethical considerations

Answer: B

Explanation:

Customer emotions are considered in Kansai- its about creating products which meet customers' 'aesthetic and performance expectations'. P.114

NEW QUESTION # 117

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