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APICS Certified in Planning and Inventory Management (CPIM 8.0) Sample Questions (Q13-Q18):

NEW QUESTION # 13

A disadvantage of a capacity-lagging strategy may be:

- A. lack of capacity to fully meet demand.
- B. risk of excess capacity if demand does not reach forecast.
- C. planned capital investments occur earlier than needed.
- D. a high cost of inventories.

Answer: A

Explanation:

A capacity-lagging strategy is a conservative approach to capacity planning that involves adding capacity only when the firm is operating at full capacity because of an increase in demand¹. This strategy can help minimize costs and reduce the risk of excess capacity, but it can also lead to a disadvantage of not being able to fully meet customer demand if it rises quickly². This can result in lost customers, revenue, and market share, as well as lower customer satisfaction and loyalty³. Reference:

* Lag Capacity Strategy, Lag Demand Strategy - UniversalTeacher.com

* Capacity Planning Strategies: Types, Examples, Pros And Cons - Toggl

* 3 types of capacity planning strategies (with examples) - Xola

NEW QUESTION # 14

A logistics manager is faced with delivering an order via rail or truck. Shipping via rail costs \$300 and takes 14 days. Shipping via truck costs \$600 and takes 3 days. If the holding cost is \$40 per day, what is the cost to deliver the order?

- A. \$340 for rail, \$720 for truck
- B. \$860 for rail, \$720 for truck
- C. \$860 for rail, \$600 for truck
- D. \$340 for rail, \$600 for truck

Answer: B

Explanation:

The cost to deliver the order consists of two components: the shipping cost and the holding cost. The shipping cost is the amount paid to the transportation mode for moving the order from the origin to the destination. The holding cost is the amount incurred for storing the order until it is delivered to the customer. The holding cost depends on the delivery time, which is the number of days it takes for the order to reach the customer. The longer the delivery time, the higher the holding cost. The shipping cost and the holding cost for each transportation mode are calculated as follows:

Shipping via rail:

Shipping cost = \$300

Delivery time = 14 days

Holding cost = \$40 x 14 = \$560

Total cost = \$300 + \$560 = \$860

Shipping via truck:

Shipping cost = \$600

Delivery time = 3 days

Holding cost = \$40 x 3 = \$120

Total cost = \$600 + \$120 = \$720

Therefore, the cost to deliver the order via rail is \$860, and the cost to deliver the order via truck is \$720. Reference: Transportation Costing | APICS Dictionary Term of the Day, APICS CPIM 8 Planning and Inventory Management | ASCM

NEW QUESTION # 15

Which of the following environments is most suitable for the use of kanban systems?

- A. High levels of customization
- B. Short product life cycles
- C. Intermittent production
- D. Stable and predictable demand

Answer: D

Explanation:

Kanban is a pull system that uses visual signals to trigger the replenishment of materials or parts. It works best in environments where the demand is stable and predictable, and the production process is continuous and standardized. Kanban helps to reduce inventory, waste, and lead time by synchronizing the production and consumption rates. Kanban is not suitable for environments where the demand is volatile, the product life cycle is short, the production process is intermittent, or the product is highly customized. These factors would require frequent changes in the kanban system and reduce its effectiveness. Reference:

- * CPIM Part 1 Study Guide, Chapter 4: Demand Management, Section 4.3: Pull Systems and Kanban
- * CPIM Part 2 Study Guide, Chapter 1: Execution of Operations, Section 1.4: Lean Production and JIT
- * What Is the Kanban System? - Investopedia
- * Kanban - What Is it? | Lean Enterprise Institute

NEW QUESTION # 16

When starting an external benchmarking study, a firm must first:

- A. determine the metrics which will be measured and compared.
- B. determine its areas of weakness versus the competition's.
- **C. understand its own processes and document performance.**
- D. identify the target firms with which to benchmark against.

Answer: C

Explanation:

External benchmarking is a strategic tool where a company compares its processes and performance metrics to industry bests or competitors¹. Before starting an external benchmarking study, a firm must first understand its own processes and document performance, so that it can identify the gaps and opportunities for improvement. This is also a requirement for regulatory compliance². Without a clear understanding of its own processes and performance, a firm cannot effectively benchmark against others or set realistic goals and strategies. References:

- *What Is External Benchmarking? (with picture) - Smart Capital Mind
- *5 Strategies for Effective ASC External Benchmarking - Becker's ASC

NEW QUESTION # 17

Which of the following data is needed to determine gross requirements when conducting distribution requirements planning (DRP)?

- A. Order value
- **B. Interplant demand**
- C. Location points
- D. Shipping schedules

Answer: B

Explanation:

The correct answer is D. Interplant demand .

In DRP, gross requirements are driven by demand at distribution points and by requirements created between plants or stocking locations. Among the choices given, interplant demand is the only demand-related input that directly contributes to gross requirements. Order value is financial data, location points identify where inventory may be stored or moved, and shipping schedules show timing of movement; however, they do not by themselves determine gross requirements.

The Planning and Inventory Management material supports this logic by showing that total demand includes internal demand sources such as interplant orders . Exact extract: "Sales forecast/customer orders...

Interplant orders... Engineering requirement... Service demand... Special promotions... Seasonal build-up...

Release build-up... TOTAL." The same section states: "The MPS must cover all demand. The total requirement will depend on factors such as the type of business and internal requirements." The material also explains that gross requirements are the total demand generated from planning calculations.

Exact extract: "Gross requirements - The total demand for assemblies components and raw materials arising from the 'explosion' calculations." Therefore, for this DRP question, interplant demand is the required data because it represents demand generated between locations/plants and is used to determine gross requirements.

NEW QUESTION # 18

