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TestPassed designed this prep material to help you pass the exam on the first try. It may sound complicated, but once you go through regular study and intensive practice, passing the final exam would be a piece of cake. The cost of Operations Management (L5M9) certification itself is expensive, ranging from \$100 to \$1000, so you can't risk wasting that amount. TestPassed ensures that this does not happen by providing you with reliable and updated preparation material.

CIPS L5M9 Exam Syllabus Topics:

Section	Objectives
	- Analyse the role and activities of operations management in organisations • 1. The extent of operations management in organisations • 2. Definitions of operations and operations management • 3. Operations management in different types of organisations
Topic 1: Understand the concept and scope of operations management	- Critically assess the objectives and strategies of operations management • 1. The stages of development of operations strategy • 2. From implementing to supporting to driving strategy • 3. The performance objectives of operations management (quality, speed, dependability, flexibility and cost) • 4. Top down and bottom up perspectives of operations strategy • 5. Order qualifying and order winning objectives

Topic 2: Understand the design of operations management systems

- Analyse the design of processes and capacity
 - 1. Capacity planning strategies
 - 2. Process types and layouts
- Analyse the design of goods and services
 - 1. Product and service design considerations
 - 2. Design for sustainability and lifecycle
- Analyse operations improvement strategies
 - 1. Continuous improvement (Kaizen)
 - 2. Lean operations and waste reduction
 - 3. Benchmarking techniques

Topic 3: Understand the improvement of operations management

- Analyse quality management and improvement
 - 1. Quality management approaches (TQM, Six Sigma)
 - 2. Statistical process control

Topic 4: Understand planning and control in operations management

- Analyse capacity planning and control
 - 1. Scheduling techniques
 - 2. Aggregate planning
- Analyse inventory planning and control
 - 1. Inventory models and systems
 - 2. Just-in-time and lean principles
- Analyse forecasting and demand management
 - 1. Demand management approaches
 - 2. Forecasting methods

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CIPS Operations Management Sample Questions (Q38-Q43):

NEW QUESTION # 38

Tools by Tom is a manufacturer of hardware. They have recently advertised that a new range of hammers would be released shortly, however due to issues in the supply chain and a low-quality delivery of steel, the production of the new hammers has been put on hold. Of the following, which are internal impacts of failure for the company? Select TWO.

- A. customer complaints
- B. wasted resources
- C. loss of credibility
- D. downtime
- E. decreased market share

Answer: B,D

Explanation:

3 and 4 are internal impacts of failure- the others are external. See p.93 for more information.

NEW QUESTION # 39

Which of the following is a benefit to a company of introducing TQM?

- A. improved supplier relations
- B. benchmarking is made easier
- C. higher profit margins
- D. increased customer loyalty

Answer: D

Explanation:

Increased customer loyalty is a benefit of TQM (p.107). This is because the focus of TQM is customer satisfaction and this in turn will lead to customer loyalty.

NEW QUESTION # 40

Which of the following is not a key stakeholder in the implementation of Six-Sigma?

- A. suppliers
- B. customers
- C. employees
- D. processes

Answer: A

Explanation:

Suppliers are not a stakeholder for Six Sigma- the other three are- this is from p.136

NEW QUESTION # 41

One of the main differences between Business Process Re-Engineering and Kaizen is that Kaizen is more expensive, is this true?

- A. no- Business Process Re-Engineering is usually more expensive as a Consultant is often hired
- B. no- Business Process Re-engineering is a slow process that involves all members of the team
- C. yes- Kaizen involves changing an entire process
- D. yes- Kaizen uses a cross-functional team to implement

Answer: A

Explanation:

Firstly, the sentence is False- BPR is more expensive than Kaizen- so discount options 1 and 2. Between 3 and 4, 4 is incorrect as BPR is quick and doesn't involve everyone. Kaizen is slow and involves everyone. Differences between BPR and Kaizen are on p.90 of the study guide.

NEW QUESTION # 42

There are four manufacturing companies located on Seashell Industrial Estate. Each company creates a different product and employs a different maintenance approach to its operations. For each company, select the corresponding maintenance approach and the key operating process characteristic.

Company 1: This company creates craft beer and offers customers a tour of the brewery for a small charge. The brewing equipment is serviced monthly and the brewery is kept extremely clean. All equipment is labelled with the last service date.

Company 2: This company produces seasonal items such as Easter Eggs and Christmas Cake. The equipment has a control panel where lights will flash red advising staff to check oil levels and components. Staff can then report issues to the maintenance team if remedial work is required. Product demand fluctuates throughout the year.

Company 3: This equipment does not often break down and is only fixed when it is reported by staff as no longer working.

Company 3 creates toys, providing a large range of product sizes and colours based on different customer requirements.

Company 4: Parts of the machine are serviced quarterly but in general, the machine is left to run its course and is then replaced when it is no longer financially viable to fix. The company produces cereal and the operating process is focused on the quantity produced and therefore uses standardised processes.

Complete the table below by listing the maintenance approach and operating process characteristic for each company. Each response should only be used once: preventative maintenance, run to breakdown maintenance, condition-based maintenance, mixed maintenance, volume, visibility, variation, variety

	Maintenance Approach	Operating Process Characteristic
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. run-to-breakdown maintenance
- B. mixed maintenance
- C. preventative maintenance
- D. condition-based maintenance

Answer: C

Explanation:

The correct answers are as follows:

	Maintenance Approach P. 103 LO 2.2	Operating Process Characteristic P. 48 LO 1.3
Company 1	1 Preventative Maintenance There is monthly servicing	5 Visibility Customers can take a tour therefore equipment is very visible
Company 2	2 Condition-Based Maintenance Lights alert staff when there are issues	6 Variation There is demand fluctuation throughout the year
Company 3	3 Run to Breakdown Maintenance Machines are only fixed when they are not operating	7 Variety Lots of different products are created (different sizes and colours)
Company 4	4 Mixed Maintenance Strategy There is a mix of quarterly servicing and a run-to-breakdown approach	8 Volume The focus is on quantity

NEW QUESTION # 43

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Living in such a world where competitiveness is a necessity that can distinguish you from others, every one of us is trying our best to improve ourselves in every way. It has been widely recognized that the L5M9 exam can better equip us with a newly gained personal skill, which is crucial to individual self-improvement in today's computer era. With the certified advantage admitted by the test L5M9 Certification, you will have the competitive edge to get a favorable job in the global market. Here our L5M9 exam preparation materials are tailor-designed for you to pass the L5M9 exam.

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