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CIPS L5M9 Operations Management LO1 2024/2025 Exam Questions and Verified Answers | Already Graded A+

Operations Management - ANSWER ✓✓ The processes of managing the resources and processes involved in the acquisition and transformation of inputs and the distribution of outputs.

Five Key Performance Dimensions / Performance Objectives - Slack and

Brandon-Jones - ANSWER ✓✓ 1. Quality

2. Speed

3. Dependability

4. Flexibility

5. Cost

Quality - ANSWER ✓✓ Producing products and services that satisfy customer needs.

Speed - ANSWER ✓✓ Ensuring a short lapse of time between when orders are made and fulfilled.

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CIPS Operations Management Sample Questions (Q81-Q86):

NEW QUESTION # 81

Continuous Operations is a manufacturing methodology which is driven by forecasted customer numbers and has a low level of work-in-progress inventory. Is this true?

- A. no- in continuous operations actual customer numbers are used
- B. yes- in continuous operations there is a low level of automation
- C. yes- in continuous operations there is a high level of standardisation
- D. no- in continuous operations there is a high level of work-in-progress inventory

Answer: C

Explanation:

Firstly, look to see if the statement is true or false. It is true (this is taken from the table comparing continuous operations to intermittent operations on p.15). Therefore you can automatically discount options 3 and 4. Between 1 and 2, option 1 is incorrect as there is a high level of automation in continuous operations.

NEW QUESTION # 82

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, fixedposition layout

Which of the following will you put into box 8?

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

Answer: C

Explanation:

The correct answers are as follows:

NEW QUESTION # 83

Below are details of five companies who operate a Total Quality Management System (TQM). For each company, select the system used and identify which area of the Balanced Scorecard this relates to.

Company 1: The focus of this company is to gather real-time data to assess the quality of products created during the manufacturing process. There are tight budgets and reworking any defects will affect the bottom line.

Company 2: This company is concerned about how their products are received. They have recently completed market research focused on their client's feelings. The objective is now to improve the product's look and performance to meet these expectations.

Company 3: The focus of this company is defining the customer requirements and translating this into a high-quality specification and effective operational process.

Company 4: Within this company there is a group of 6 employees who meet regularly with the objective of reducing issues that arise in the manufacturing of products.

Complete the table below by listing the TQM System used and the relevant Balanced Scorecard criteria for each company. Each response should only be used once: Quality Circle, Statistical Process Control, Kansei Engineering, Quality Function Deployment, Finance Criteria, Business Process Criteria, Learning and Growth Criteria, Customer Criteria.

Which of the following will you put into box 5?

- A. customer criteria
- B. business process criteria
- C. finance criteria
- D. learning and growth criteria

Answer: C

Explanation:

The correct answers are as follows:

NEW QUESTION # 84

Total Productive Maintenance and Just in Time are examples of Total Quality Management (TQM). Is this correct?

- A. no- TQM includes Kansai engineering
- B. yes- other examples include business process re-engineering
- C. yes- other examples include statistical process control
- D. no- TQM includes quality circles and quality function deployment

Answer: C

Explanation:

The correct answer is 2. Firstly the statement is true TPM and JIT are examples of TQM- so discount options 3 and 4. Between 1 and 2 - 1 is incorrect as BPR is not a form of TQM but statistical process control is. This is from p.107. There are 6 types of TQM- do learn these all for the exam- it's known to come up frequently in the exam.

NEW QUESTION # 85

Companies that have high-visibility processes require higher levels of customer management skills than companies with low-visibility processes. Is this TRUE?

- A. no- low visibility companies must focus on increasing levels of customer service
- B. yes- high visibility companies often have higher operating costs because of this
- C. yes- high visibility companies often have lower operating costs because of this
- D. no- all companies require customer management skills

Answer: B

Explanation:

Firstly, the sentence is true, so you can discount options 3 and 4. A high-visibility company is one where customers see the operating process. Examples include education- students sit in the classroom so see the teaching process, and the postal service, where customers receive notifications of when parcels will be delivered. Low-visibility means the customer doesn't see the operating process, so an example of this would be agriculture or manufacturing customers just see the end result. Where customers see the process, companies require higher levels of customer management skills. Between options 1 and 2, 1 is correct - this is a direct quote from p.50. Where you have high visibility, you will likely need to employ more staff, deal with customers on the phone/ in person and companies will probably have more complaints- all of which cost money.

NEW QUESTION # 86

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