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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 (Q89-Q94):

NEW QUESTION # 89

JJ Ltd is a sporting goods manufacturer who is based in the UK. It is considering expanding its operations to include manufacturing sites based in South America. Which of the following considerations will JJ Ltd need to consider now that they are becoming an international organisation? Select TWO

- A. product design
- B. cultural aspects
- C. quality standards
- D. keeping costs down

Answer: B,C

Explanation:

In global sourcing cultural aspects will be important (such as differences in language and customs). Quality Standards is also a consideration as these differ from country to country. Keeping costs down and product design are incorrect as these would have been a consideration beforehand- they're not new considerations as per the question. See p.66 of the study guide.

NEW QUESTION # 90

The DMAIC Methodology includes five phases, what are these?

- A. design, measure, apply, improve, consult
- B. define, manufacture, apply, increase, conclude
- C. define, measure, analyse, improve, control
- D. design, manufacture, analyse, implement, control

Answer: C

Explanation:

1 is the correct answer. DMAIC stands for define, measure, analyse, improve, control. It's a common methodology applied in Six-Sigma. P.137

NEW QUESTION # 91

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

Answer: D

Explanation:

The correct answers are as follows:

NEW QUESTION # 92

Khaled has recently been hired as an Operations Manager at a company providing consultancy services. This is his first role in the service industry, previously he has worked at companies providing goods. He understands that services are intangible and therefore there is a difference in how Operations may be managed. Which of the following sentences about services are true? Select THREE

- A. there is a transfer of ownership when purchasing a service
- B. production and consumption occur simultaneously
- C. services cannot be stored, unlike goods
- D. it is not possible to return a service
- E. there is no variability in services

Answer: B,C,D

Explanation:

The correct sentences are 2, 3 and 5. This is from the table comparing services and goods on p.47. Note that you can ask for a refund if you're unhappy with a service, but you can't physically return the service you've received. Option 1 is incorrect- there is no transfer of ownership with services (there is with goods). Option 4 is incorrect as every service is different- there is a high level of variability in delivery.

NEW QUESTION # 93

A bread factory is introducing a 'Poka yolk' methodology to reduce defects. What will be the focus of this?

- A. staff- the reduction of human error
- B. inputs such as the quality of raw materials
- C. outputs- which will be measured against strict criteria
- D. machinery- ensuring there is little to no downtime in machinery use

Answer: A

Explanation:

Poka Yolk is about reducing human / user errors. This is from p.134

NEW QUESTION # 94

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