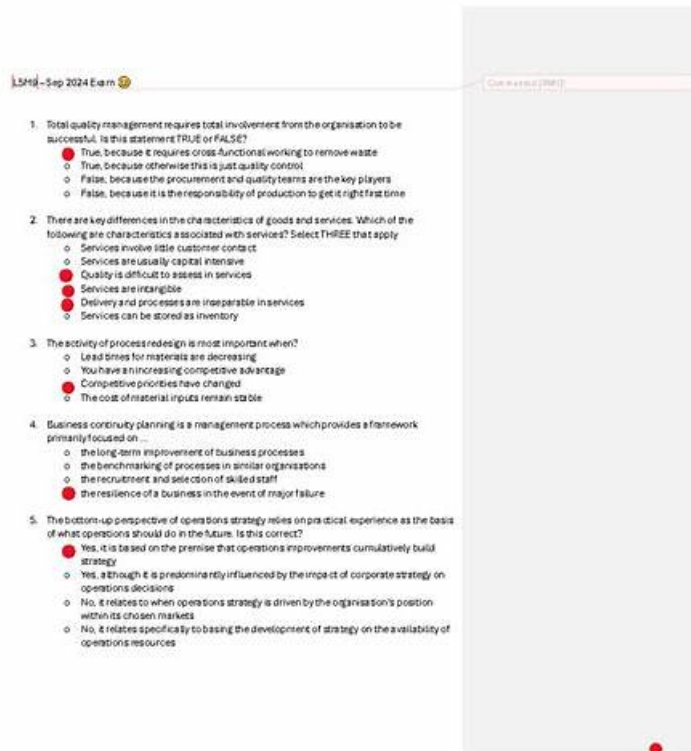


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## CIPS Operations Management Sample Questions (Q31-Q36):

### NEW QUESTION # 31

At which point in the manufacturing process would Failure Mode and Effective Analysis (FMEA) be first used?

- A. at regular intervals during the manufacturing process
- B. once all items have been processed, before they are sent to customers
- C. before manufacturing begins
- D. on a faulty item if it is returned from a customer

**Answer: C**

Explanation:

The question asks when it can be FIRST used so the correct answer is 1. FMEA detects failures early in the process, usually before mass production begins, and looks at potential failures in both design and process. It may be conducted when you have a prototype as well as later on in the manufacturing process, or when products are returned faulty. P.97-98

### NEW QUESTION # 32

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

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

**Answer: C**

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 # 33

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 2?

- A. mixed maintenance
- B. run-to-breakdown maintenance
- C. preventative maintenance
- D. condition-based maintenance

**Answer: D**

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 of Procurement & Supply	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 # 34

An 'Order Qualifying' Objective contributes to the success of a business in that it is a criteria that will guarantee a customer will purchase an item. Is this sentence TRUE?

- A. yes- this means the product is superior to that of competitors
- B. no- this means a customer will buy from the organisation, but not this particular product
- C. yes- these objectives always guarantee a sale
- D. no- order qualifying is the process of accepting an order from a client, which may be rejected by the organisation

**Answer: B**

Explanation:

3 is correct- the sentence is false. 'Order Qualifying' is 'not a major factor in determining business success but plays a role in determining whether a customer will consider buying from the business or not'. This is a direct quote from p.43. 'Order Winners' is something that will guarantee a customer buys that product.

#### NEW QUESTION # 35

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

	Objective Criteria	Plant Layout
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 4?

- A. cost
- B. speed
- C. flexibility
- D. quality

**Answer: A**

Explanation:

The correct answers are as follows:

	Objective Criteria p.4 LO 1.1	Plant Layout p.17 LO 1.1
Company 1	<b>1 quality</b> The company uses superior levels of materials to stand out from competitors.	<b>5 fixed- position layout</b> The product is large and delicate, indicating that it shouldn't be moved- the product will stay in the same fixed position with the team working around each item (rather than the item moving through the factory).
Company 2	<b>2 flexibility</b> The company changes its product lines frequently (every season) depending on customer demands.	<b>6 cell layout</b> Production is grouped into zones, or cells, with products transferring between the cells if needed.
Company 3	<b>3 speed</b> The company needs to work quickly to produce the item, with no stoppage in production.	<b>7 product layout</b> This is also known as a line or flow layout- products travel around the plant to different teams. This is the most common form of layout in mass-produced manufacturing.
Company 4	<b>4 cost</b> There is a high profit margin added to each item	<b>8 functional layout</b> this is also known as 'job shop' or 'process' layout. Processes are clustered into different areas depending on the technology being used

## NEW QUESTION # 36

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