

# 100% Pass 2026 CIPS - L5M9 - Operations Management Actual Test Pdf

## 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 (Q20-Q25):

### NEW QUESTION # 20

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

**Answer: D**

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 # 21

Dillan is an Operations Manager at Fancy Foods Ltd which is looking to expand the business into a new geographic area. Dillan is doing some research into three potential locations for a new manufacturing and warehouse facility. Which of the following would be primary considerations for Dillan? Select TWO

- A. potential business growth in the area
- B. utilities services available
- C. room for expansion
- D. flow of traffic in the surrounding area
- E. the availability of labour

**Answer: B,E**

Explanation:

The primary considerations are: 1. the availability of labour (this is because you don't want to build a manufacturing facility in a place that's hard for workers to get to) and 5 the utilities services available (you don't want to build a manufacturing facility if you're going to have trouble linking the site up to water and electricity). The other options listed would come under 'secondary considerations'. There's a table of these on p.16

### NEW QUESTION # 22

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. learning and growth criteria
- C. business process criteria
- D. finance criteria

**Answer: D**

Explanation:

The correct answers are as follows:

□

### NEW QUESTION # 23

When processing low volumes of a product, specialisation is high and it is therefore possible to create products at a lower unit cost. Is this TRUE?

- A. no- the volume of products created does not impact upon unit costs as these are fixed in advance
- B. no- creating products in low volumes often leads to a higher unit cost
- C. yes- staff gain specialities when there is less products to create
- D. yes- when producing low volumes of a product, cost savings can be transferred to the customer

**Answer: B**

Explanation:

3 is the correct answer. Firstly we look at if the sentence is true or not. It is not- so we can discount options 1 and 2. The study guide states that low volume = less specialisation and higher unit costs. It gives the example of McDonalds because of the high volume of meals they produce, they have Standard Operating Procedures and staff specialising in different areas of the kitchen to ensure efficiency (one person takes the order, another person fries the burger, another makes the drinks). The higher the volume of items produced, the lower the unit cost is. This means that Option 4 is therefore incorrect.

### NEW QUESTION # 24

Which of the following situations would use a fixed-position layout?

- A. buffet style restaurant
- B. ship construction
- C. vehicle assembly
- D. supermarket

**Answer: B**

Explanation:

Ship construction would use a fixed-position layout. This is when you're making something that is too big/ heavy to pass through a traditional factory/ conveyor belt set up. So rather than the item passing to different teams/ departments, each team/ department comes to the item when it is their time to work on it. In the other examples the item (vehicle, food in the supermarket or buffet) the products get moved around- the ship is the only item that remains where it is. This question is based on the 4 types of Plant Layout on p.17. This could form part of a drag and drop question too.

### NEW QUESTION # 25

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