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CIPS Operations Management Sample Questions (Q14-Q19):

NEW QUESTION # 14

Elderberry Ltd is an established organisation in the agricultural industry but has recently expanded into manufacturing its own juice range. The company is at the 'Introduction' stage of the product lifecycle and is attempting to bring new products to market. Which

of the following performance objectives would be the most dominant at this stage of the lifecycle?

- A. dependability
- **B. flexibility**
- C. speed
- D. cost

Answer: B

Explanation:

This is flexibility. P.40 details the stages of product lifecycle and the dominant performance objective. It states: introduction stage = flexibility, growth stage = speed, maturity = quality and costs, decline stage= cost. Now whether or not you agree with this completely, this is what the study guide says and is worth remembering. (I personally think cost is very important at the introductory stage, because if you don't recoup your costs and break even, you won't ever get to the maturity stage- but CIPS says flexibility is most important at this stage, so that's the correct answer for the exam).

NEW QUESTION # 15

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

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

Answer: B

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 # 16

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

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

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 # 17

Which of the following is a computer-based programme which determines the amounts of inputs required into a process?

- **A. MRP**
- B. Kaizen
- C. Just in Time
- D. Work Scheduling

Answer: A

Explanation:

This is MRP. You will likely remember this from Level 4- it comes up again here but there's nothing new that you won't have seen

before. P.55

NEW QUESTION # 18

An Operations Manager is responsible for making many decisions. Which of the following would be a strategic decision made by an Operations Manager?

- A. scheduling the production of manufactured goods
- B. creating quality standards
- C. deciding which inventory to carry
- D. deciding how to allocate key raw materials among the functional areas

Answer: D

Explanation:

4 is the only strategic decision listed here. The other options are 'operations decisions' rather than 'strategic'. Strategic decisions influence the direction the company is going in and may have an effect on the long-term strategy of the company. Operational decisions are about ensuring everything runs smoothly and the Five Rights are achieved. This is from p.4-6 of the study guide.

NEW QUESTION # 19

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