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CIPS Operations Management Sample Questions (Q39-Q44):

NEW QUESTION # 39

Penny is the Operations Manager at a small furniture manufacturing company that makes tables and chairs, among other wooden household items. In the manufacturing site there is a small warehouse which stores inventory which is used in unforeseen circumstances such as a late delivery. What is the name given to this type of inventory?

- A. transit inventory
- B. work-in progress
- C. buffer stock
- D. anticipation inventory

Answer: C

Explanation:

This is buffer stock because it is being used as a safety for if something goes wrong with the current planned production schedule.. Anticipation Inventory is when you order extra materials in anticipation that something in the future will affect the level of production, such as a labour strike or a sharp price increase. These two are quite similar but the difference is buffer stock is held all the time and you don't anticipate something drastic is going to change in the future- you're just holding the extra stock because you're risk adverse. Anticipation Inventory isn't always held, it's collected when you think something bad is going to happen in the future and you'll need it. Work-in-progress is half-finished products and transit inventory is products that are currently being moved, for example on a delivery truck so these two are obvious wrong answers. See p.25 for different types of inventory

NEW QUESTION # 40

In the Balanced Scorecard approach to measuring performance measures, which of the following is considered a 'hard parameter'?

- A. business processes
- B. financial
- C. customer
- D. learning and growth

Answer: B

Explanation:

Finance is the 'hard' parameter, and the other three are soft p.79. If you've not come across the Balanced Scorecard before this is one that's worth learning as it comes up in other modules at Level 5. I particularly like this YouTube video which explains the concept extremely well: <https://www.youtube.com/watch?v=IGJ-25hikHA>

NEW QUESTION # 41

The goal of Operations Management is to create processes which ensure the three Es: Efficiency, Effectiveness and Efficacy. What is meant by Efficacy?

- A. the process meets the intended purpose
- B. the process is optimised
- C. the process produces as little waste as possible
- D. the process is cost-effective

Answer: A

Explanation:

A is correct, Efficacy means the process meets its intended purpose (i.e. that it produces the intended result/ effect). This is from p.3 of the study guide.

NEW QUESTION # 42

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 1?

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

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 43

A fast-food restaurant provides a drink machine for customers to use, which allows the customer to select the drink that they wish by putting their cup under the machine and pushing a button. The machine will first drop ice into the cup, but this button will not work unless the cup is placed on an X. What is this an example of?

- A. preventative maintenance
- B. run to breakdown
- **C. fail safing**
- D. redundancy

Answer: C

Explanation:

This is fail safing. Fail safing is a design feature that prevents a failure. In this case, it prevents ice being dropped on the floor if there is no cup there. There are some good examples of this on p.102

NEW QUESTION # 44

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