

CIPS L5M9 Online Practice Test (CIPS-L5M9-Practice-Test)



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CIPS L5M9 Exam Syllabus Topics:

Section	Objectives
Understand the concept and scope of operations management	- Analyse the role and activities of operations management in organisations • 1. The extent of operations management in organisations • 2. Operations management in different types of organisations • 3. Definitions of operations and operations management - Critically assess the objectives and strategies of operations management • 1. From implementing to supporting to driving strategy • 2. The performance objectives of operations management (quality, speed, dependability, flexibility and cost) • 3. The stages of development of operations strategy • 4. Order qualifying and order winning objectives • 5. Top down and bottom up perspectives of operations strategy

Understand the improvement of operations management	- Analyse operations improvement strategies • 1. Continuous improvement (Kaizen) • 2. Lean operations and waste reduction • 3. Benchmarking techniques - Analyse quality management and improvement • 1. Statistical process control • 2. Quality management approaches (TQM, Six Sigma)
Understand planning and control in operations management	- Analyse forecasting and demand management • 1. Demand management approaches • 2. Forecasting methods - Analyse capacity planning and control • 1. Scheduling techniques • 2. Aggregate planning - Analyse inventory planning and control • 1. Inventory models and systems • 2. Just-in-time and lean principles
Understand the design of operations management systems	- Analyse the design of processes and capacity • 1. Process types and layouts • 2. Capacity planning strategies - Analyse the design of goods and services • 1. Design for sustainability and lifecycle • 2. Product and service design considerations

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CIPS Operations Management Sample Questions (Q10-Q15):

NEW QUESTION # 10

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 3?

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

Answer: B

Explanation:

The correct answers are as follows:

	Objective Criteria p.4 LO 1.1	Plant Layout p.4 LO 1.1
Company 1	1 quality The company uses superior levels of materials to stand out from competitors	5 fixed-position layout 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	2 flexibility The company changes its product lines frequently (every season) depending on customer demands	6 cell layout Production is grouped into zones, or cells, with products transferring between the cells if needed.
Company 3	3 speed The company needs to work quickly to produce the item, with no stoppage in production	7 product layout 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	4 cost There is a high profit margin added to each item	8 functional layout this is also known as 'job shop' or 'process' layout. Processes are clustered into different areas depending on the technology being used

NEW QUESTION # 11

Operations Management is concerned with the management of resources in the production of tangible goods. Is this TRUE?

- A. no- operations management is concerned with ensuring the organisation is profitable
- B. yes- operations management ensures there are sufficient goods produced to meet customer demand
- C. no - operations management can also be concerned with the creation of intangible goods
- D. yes- operations management is ensuring a company has the correct resources to create goods

Answer: C

Explanation:

you can't touch or hold), also requires operations management. P.2

NEW QUESTION # 12

Doug's Doughnuts Ltd is a large manufacturer of doughnuts. They produce in excess of 100,000 doughnuts per day which are boxed and sent to supermarkets and other retail outlets for sale. Large pieces of machinery are used to make the doughnuts. Which form of maintenance would be the most appropriate to use at Doug's Doughnuts?

- A. preventative
- B. run to breakdown

- C. reactive
- D. condition based

Answer: A

Explanation:

Preventative maintenance should be used at Doug's Doughnuts. The machines should be serviced regularly to ensure they're working well. A break-down in machinery would stop production, and because Doug's Doughnuts produce so many items per day, this would cause a serious issue for the company. Run to breakdown means you don't repair anything until the item is completely broken. Condition-based maintenance is when maintenance is scheduled when it is required, usually to a schedule. Reactive is when maintenance is conducted when something breaks. See p.103.

NEW QUESTION # 13

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
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Company 2	2	6
Company 3	3	7
Company 4	4	8

Which of the following will you put into box 6?

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

Answer: D

Explanation:

The correct answers are as follows:

	Objective Criteria p.4 LO 1.1	Plant Layout p.4 LO 1.1
Company 1	1 quality The company uses superior levels of materials to stand out from competitors	5 fixed position layout 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	2 flexibility The company changes its product lines frequently (every season) depending on customer demands	6 cell layout Production is grouped into zones, or cells, with products transferring between the cells if needed.
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Company 4	4 cost There is a high profit margin added to each item	8 functional layout this is also known as 'job shop' or 'process' layout. Processes are clustered into different areas depending on the technology being used

NEW QUESTION # 14

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. quality standards**
- C. keeping costs down
- **D. cultural aspects**

Answer: B,D

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 # 15

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