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1. L5M9 – Sep 2024 Exam ☺

1. Total quality management requires total involvement from the organisation to be successful. Is this statement TRUE or FALSE?
 - a. True, because it requires cross-functional working to remove waste
 - b. True, because otherwise this is just quality control
 - c. False, because the procurement and quality teams are the key players
 - d. False, because it is the responsibility of production to get it right first time

ANS: B

2. There are key differences in the characteristics of goods and services. Which of the following are characteristics associated with services? Select THREE that apply
 - a. Services involve little customer contact
 - b. Services are usually capital intensive
 - c. Quality is difficult to assess in services
 - d. Services are intangible
 - e. Delivery and processes are inseparable in services
 - f. Services can be stored as inventory

ANS: C,D,E

3. The activity of process redesign is most important when?
 - a. Lead times for materials are decreasing
 - b. You have an increasing competitive advantage
 - c. Competitive priorities have changed
 - d. The cost of material inputs remain stable

Ans: C

4. Business continuity planning is a management process which provides a framework primarily focused on
 - a. the long-term improvement of business processes
 - b. the benchmarking of processes in similar organisations
 - c. the recruitment and selection of skilled staff
 - d. the resilience of a business in the event of major failure

Ans: D

5. The bottom-up perspective of operations strategy relies on practical experience as the basis of what operations should do in the future. Is this correct?
 - a. Yes, it is based on the premise that operations improvements cumulatively build strategy

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CIPS Operations Management Sample Questions (Q24-Q29):

NEW QUESTION # 24

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. keeping costs down
- B. product design
- C. quality standards
- D. cultural aspects

Answer: C,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 # 25

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

Answer: A

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 # 26

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 # 27

George has recently been hired as the new Operations Manager at a cake factory. He has 10 years' experience but his most recent employment was as an Operations Manager in an accountancy firm. George believes that the skills and responsibilities of an Operations Manager is the same regardless of the organisation he works for. Which of the following would be one of these responsibilities? Select TWO

- A. keep customers happy
- B. increase profit

- C. manage a team
- D. create competitive advantage

Answer: A,D

Explanation:

The correct answer is keep customers happy and create competitive advantage. This is from p.4 of the study guide. The key in this question is that you're looking for a universal responsibility for an Operations Manager- something that doesn't depend on the organisation. For this reason increase profits and managing a team are incorrect. Not every Ops Manager will be tasked to increase profits and not every Ops Manager will have direct line management responsibilities. The study guide states 'their key role is to guarantee that available resources are efficiently used in order to create competitive advantage for the organisation and keep customers satisfied'.

NEW QUESTION # 28

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

Which of the following will you put into box 7?

- A. volume
- B. visibility
- C. variety
- D. variation

Answer: C

Explanation:

The correct answers are as follows:

NEW QUESTION # 29

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