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CIPS Level 5 – Advanced Diploma in Procurement and Supply

Operations Management [L5M9]

Sample Exam Questions (Objective Response)

The correct answer will be listed below each question

L5M9 Sample Questions April 2020

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CIPS Operations Management Sample Questions (Q70-Q75):

NEW QUESTION # 70

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

Answer: A,B

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 # 71

Building redundancy into operational procedures increases what for an organisation? Select TWO

- A. costs
- B. reliability
- C. risk
- D. customer satisfaction

Answer: A,B

Explanation:

the correct answers are costs and reliability. 'Building in redundancy' means having a backup for if something goes wrong. An example is in a hospital where there is a main electricity server, but if this breaks, there is a backup generator which can power the building. In IT, you may have a back-up hard-drive for if you lose your data. Having a backup will incur additional costs, but it also improves reliability. P.101

NEW QUESTION # 72

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

	Maintenance Approach	Operating Process Characteristic
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 6?

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

Answer: C

Explanation:

The correct answers are as follows:

	Maintenance Approach P. 103 LO 2.2	Operating Process Characteristic P. 48 LO 1.3
Company 1	1 Preventative Maintenance There is monthly servicing	5 Visibility Customers can take a tour therefore equipment is very visible
Company 2	2 Condition-Based Maintenance Lights alert staff when there are issues	6 Variation There is demand fluctuation throughout the year
Company 3	3 Run to Breakdown Maintenance Machines are only fixed when they are not operating	7 Variety Lots of different products are created (different sizes and colours)
Company 4	4 Mixed Maintenance Strategy There is a mix of quarterly servicing and a run-to-breakdown approach	8 Volume The focus is on quantity

NEW QUESTION # 73

Little Joy Ltd is a large company with several functional departments. Below are details of four departments. For each, you must decide which functional area of the business the department is, as well as the SERVQUAL Gap that each Department Lead is concerned with.

Department 1: This department is concerned with the creation of products. The products are created in line with BS EN 716-1 and undergo vigorous tests before they leave the factory. Many customers are unaware of the additional costs of testing to BS EN 716-1 and complain about the price of this product line.

Department 2: Other departments of the business are internal customers of this functional area and approach the Department Lead when they require something to be bought. Often the internal customers have unrealistic expectations of the timescales involved in the process and the Department Lead spends a lot of time explaining lead times and logistics.

Department 3: This functional area creates the budgets for the company and emails these to the Department Leads at the beginning of every quarter. Due to the complexity of the documents, other functional areas of the business often don't understand the information provided.

Department 4: This area of the business is concerned with revenue, which has recently slumped. The Department Lead is conducting market surveys to find out the reason for this.

Complete the table below by listing the Functional Area of the business, and the corresponding SERVQUAL Gap. Each response should only be used once: procurement, finance, sales, production, satisfaction gap, delivery gap, standards gap, communication gap.

	Functional Area	SERVQUAL Gap
Department 1	1	5
Department 2	2	6
Department 3	3	7
Department 4	4	8

Which of the following will you put into box 7?

- A. communication gap
- B. satisfaction gap
- C. standards gap
- D. delivery gap

Answer: A

Explanation:

The correct answers are as follows:

	Functional Area LO 1.1 p.9	SERVQUAL Gap LO 1.3 p.56
Department 1	1 Production The department creates products	5 Standards Gap BS EN 716-1 is a Standard (its to do with safety requirements of baby cribs- but you're not expected to know this! You should guess this is a standard because it talks about 'vigorous tests')
Department 2	2 Procurement This department buys staff	6 Delivery Gap This talks about timescales, lead times and logistics
Department 3	3 Finance This department creates budgets	7 Communication Gap The issue here is a lack of understanding due to the method of communication (email)
Department 4	4 Sales This department is concerned with revenue	8 Satisfaction Gap Market research is being done to find out why customers are not buying the product (which signals they're not satisfied).

NEW QUESTION # 74

What is the name given to a person in an organisation who is competent in the Six-Sigma approach?

- A. Black Belt
- B. Quality Circle Leader
- C. Project Owner
- D. Master

Answer: A

Explanation:

They're known as black belts (yes, like in martial arts). To gain a black belt in Six-Sigma you usually have to undergo a training course and have so many hours experience. See p.139.

NEW QUESTION # 75

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