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Operations Management

[L5M9]
Elective
Study Guide

Level 5
Advanced Diploma in
Procurement and Supply

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CIPS Operations Management Sample Questions (Q30-Q35):

NEW QUESTION # 30

According to the Taguchi Loss Function there are two types of costs incurred when there is an issue with quality. What are these?

- A. private costs and social costs
- B. social costs and environmental costs
- C. financial costs and reputational costs
- D. private costs and public costs

Answer: A

Explanation:

The correct answer is private costs and social costs. Private costs include internal costs to the business (such as downtime, loss of staff/ money etc) and social costs affect the community and environment. P.133

NEW QUESTION # 31

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 5?

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

Answer: A

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 <i>Strategy</i> There is a mix of quarterly servicing and a run-to-breakdown approach	8 Volume The focus is on quantity Chartered Institute of Procurement & Supply

NEW QUESTION # 32

Which of the following would you require in order to calculate the availability of a piece of equipment used in manufacturing?

- A. output of machine
- B. production rate
- **C. mean time to repair**
- D. cost of repair

Answer: C

Explanation:

You need to know the mean time to repair - i.e. the amount of time the machine is 'out of action'. The calculation is availability = mean time between failure divided by (mean time between failure + mean time to repair). P.95

NEW QUESTION # 33

What is the end purpose of introducing a Total Quality Management process to the operations department of an organisation?

- A. zero defects
- B. increasing market share
- **C. customer satisfaction**
- D. reducing costs

Answer: C

Explanation:

The overarching goal of TQM is customer satisfaction. This is from p.105. There are a lot of questions in the exam on TQM so do revise this section

NEW QUESTION # 34

Tools by Tom is a manufacturer of hardware. They have recently advertised that a new range of hammers would be released shortly, however due to issues in the supply chain and a low-quality delivery of steel, the production of the new hammers has been put on hold. Of the following, which are internal impacts of failure for the company? Select TWO.

- A. loss of credibility
- B. decreased market share
- **C. downtime**
- D. customer complaints
- **E. wasted resources**

Answer: C,E

Explanation:

3 and 4 are internal impacts of failure- the others are external. See p.93 for more information.

NEW QUESTION # 35

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