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## CIPS Supply Network Design Sample Questions (Q21-Q26):

#### **NEW OUESTION #21**

Which of the following appear in the concept of Theory of Constraints? Select ALL that apply.

- · A. Safe harbour
- B. Drum
- C. Rope
- D. Boat
- E. Buffer

#### Answer: B,C,E

#### Explanation:

The Theory of Constraints (TOC) includes the Drum, Buffer, and Ropeapproach. This method helps manage constraints in production by synchronising workflow. The Drumsets the pace, the Buffer protects against variability, and the Rope ensures efficient scheduling. Boat and safe harbourare not part of TOC. (See p.204) For further reading on Drum-Buffer-Rope, refer to this resource #Theory of Constraints - Fortelabs

#### **NEW QUESTION #22**

Which of the following is considered aprimary activityin the Value Chain?

- A. Technology development
- B. Procurement
- C. HR
- D. Marketing and sales

#### Answer: D

#### Explanation:

- \* Marketing and Salesis aprimary activityinPorter's Value Chain, directly contributing to delivering value to customers.
- \* Procurement (A), HR (B), and Technology Development (C) are support activities. (LO 1.2, See p.29)

### **NEW QUESTION #23**

Maxi Ltd is a medium-sized manufacturing organisation in the automotive industry that creates engines for cars. It has traditionally worked well with its suppliers, with strong relationships and regular meetings. There are currently around 15 suppliers who provide parts to Maxi Ltd.

Due to changing customer demands, Maxi Ltd will, from next month, modify the manufacturing of some of its products. Product X is being made more environmentally friendly, with output of CO2 being reduced by 32%. The product will take longer to produce, but there will be no additional cost to customers for this.

Maxi Itd are considering outsourcing the manufacturing of Product Y as it is not a product which is routinely ordered by customers. This will allow Maxi Ltd to focus on other products which generate higher revenues for the company. The concern within the Board of Directors is that if demand increases for this product, an outsourced company may not be able to cope with higher numbers of orders.

Product Z is an extremely popular item and oftentimes Maxi Ltd does not have the capacity to fulfil all orders. Consideration has been given to increasing the size of the factory, but this has been discarded as risky as demand is not guaranteed. The product has been available on the marketplace for a short amount of time and sales are continuing to increase, but the company believes this will soon plateau. To deal with current demand, the marketing team is working on campaigns to invite customers to make orders for this product at certain times of the year when product X is not being created in the factory.

This means resources can be reallocated to the creation of product Z.

Which of the following is the trade-offin the modification of product X?

- A. Flexibility
- B. Speed
- C. Quality
- D. Environment

#### Answer R

#### Explanation:

The modification of product X is aimed at making itmore environmentally friendly but results in a longer production time. This means that the trade-offisspeed-production takes longer. (LO 1.2)

#### **NEW QUESTION #24**

For which activity would a Gantt chart be used?

- A. Capacity planning
- B. Customer expectation management
- C. Scheduling
- D. Resource loading

#### Answer: C

#### Explanation:

A Gantt chart is used for scheduling. It's a visual way of showing what activities are completed and when. (See p.175)

#### **NEW QUESTION #25**

LTL Ltd is a manufacturing organisation producing made-to-order equipment for the construction industry, such as bespoke windows and doors. The Head of Operations has received four large orders and is considering the sequencing of production. Which of the following should the company do?

- A. Start manufacturing the order that has the longest completion time first so all orders are ready at the same time
- B. Sequence the orders in the way that will be the cheapest to produce, creating the highest profit margin
- C. Use a First Come, First Serve system to prioritise the orders that were made first, ensuring customer satisfaction
- D. Create the orders in the most logical, economic, and fastest pattern. This may mean that the first order received is the last to be produced

#### Answer: D

#### Explanation:

Sequencinginvolves balancinglogic, cost, and speedto optimise production. Prioritising orders purely by arrival time (Option A) or cost efficiency (Option B) might not be practical. Similarly, making sure all orders finish at the same time (Option D) isn't always necessary. (See p.183)

#### **NEW QUESTION #26**

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