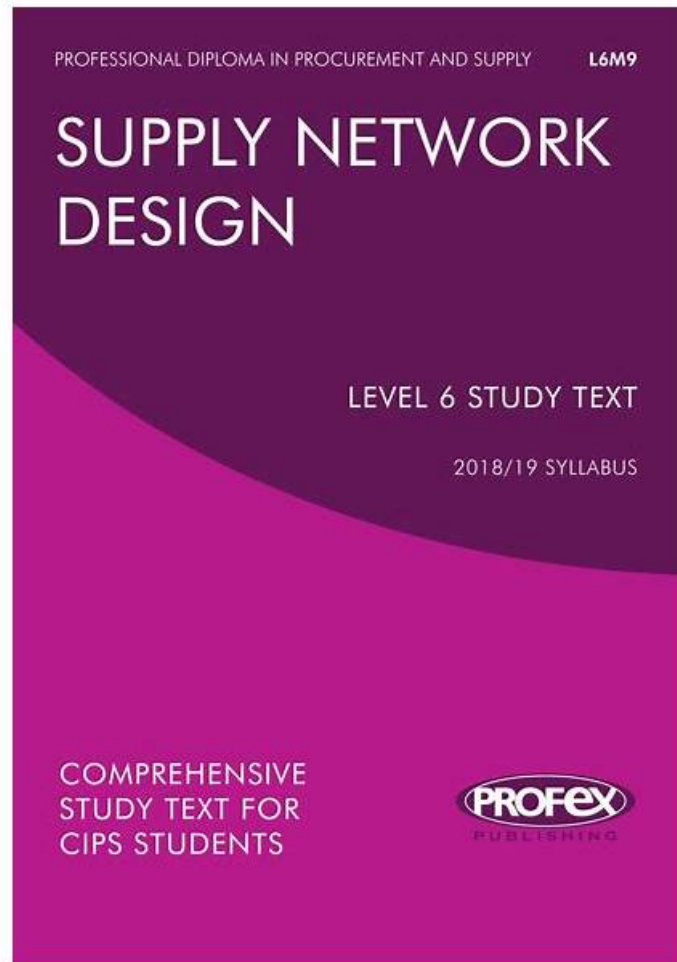


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CIPS L6M9 Exam Syllabus Topics:

Topic	Details
Topic 1	Understand operations strategy and its contribution to overall business success: Targeting Operations Directors, this section evaluates understanding of operations strategy's impact on organizations, including aligning with business goals, market requirements, and resource management.
Topic 2	Assess the strategic value of resource planning and control: This part targets Resource Planners, focusing on evaluating strategic resource planning concepts such as forecasting, scheduling, monitoring, and controlling resources effectively within the operational framework.

Topic 3	Understand and apply leadership skills and behaviors appropriate for strategically improving the procurement and supply chain function: This section of the exam measures the skills of Supply Chain Managers and covers understanding leadership behaviors that enhance procurement processes. It assesses how to strategically improve supply chain functions, focusing on a key skill like "Strategic Decision Making".
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CIPS Supply Network Design Sample Questions (Q55-Q60):

NEW QUESTION # 55

The operations department of ABC Ltd has recently launched a new product. The product is manufactured within a large factory and then sent to retailers for sale. The department has a system in place which details the components required for the product and the quantities required to fulfil customer demand. The system works online and links to other areas of the business including HR and finance.

So far, several large orders have been placed for the product from different retailers. The Chief Operations Officer (COO) has decided to programme the completion of the orders based on when the orders were placed.

The benefit of this strategy is that it will give each customer a similar lead time. Thus far no buffer stock has been created as products are only created when orders are received.

Three teams are required to make the product and the product flows from team one to team two to team three, each team adding a component to the product. Unfortunately, team two are short staffed and are completing their work at a slower rate than the other two teams. This is a huge consideration for the COO as it will impact upon the capacity of the organisation.

The retailers have all signed contracts with ABC Ltd and the COO is extremely happy that they are long term contracts. Contract 1 is with retailer X and the price is set for three years. Contract 2 is with retailer Y and is a five year contract where the price will be reviewed annually in line with CPI. Contract 3 has a variable pricing mechanism based on the volume of products ordered.

What production method is used by ABC?

- A. Similar process
- B. Shortest processing time
- C. First in, first out
- D. Earliest due date

Answer: C

Explanation:

The production method is First In, First Out (FIFO) because orders are processed based on when they were received. This method ensures fairness in lead times across different customers. (See LO 3.2)

NEW QUESTION # 56

Scenario:

Five manufacturing organisations used different order prioritisation methods and workflow patterns. Each company follows a unique strategy for order processing and workflow structure.

For each organisation, select the correct Prioritisation Method and Pattern of Workflow.

Organisation	Prioritisation Method (Drag & Drop Options)	Pattern of Workflow (Drag & Drop Options)
Organisation 1	(Drop here)	(Drop here)
Organisation 2	(Drop here)	(Drop here)
Organisation 3	(Drop here)	(Drop here)
Organisation 4	(Drop here)	(Drop here)
Organisation 5	(Drop here)	(Drop here)

Prioritisation Method	Pattern of Workflow
Earliest Due Date	Make to Order
Similar Process	Configure to Order
Longest Processing Time	Engineer to Order
First In-First Out	Batch Production
HR Skill Requirement	Make to Stock

Answer:

Explanation:

Organisation	Prioritisation Method (Drag & Drop Options)	Pattern of Workflow (Drag & Drop Options)
Organisation 1	Earliest Due Date	Make to Order
Organisation 2	Similar Process	Configure to Order
Organisation 3	Longest Processing Time	Engineer to Order
Organisation 4	First In-First Out	Batch Production
Organisation 5	HR Skill Requirement	Make to Stock

Prioritisation Method	Pattern of Workflow
Earliest Due Date	Make to Order
Similar Process	Configure to Order
Longest Processing Time	Engineer to Order
First In-First Out	Batch Production
HR Skill Requirement	Make to Stock

Explanation:

A screenshot of a product list AI-generated content may be incorrect.

Organisation	Description	Correct Prioritisation Method	Correct Pattern of Workflow
Organisation 1	Products are made only after receiving orders. All items are identical and prioritised based on lead-time.	Earliest Due Date	Make to Order
Organisation 2	Customisable products. Orders are grouped based on characteristics.	Similar Process	Configure to Order
Organisation 3	Prioritises orders that take the longest to make. Each product is unique.	Longest Processing Time	Engineer to Order
Organisation 4	Produces the same item in small amounts annually. Orders are processed immediately and shipped the next day.	First In-First Out	Batch Production
Organisation 5	Low order numbers, but production continues in hopes of future sales. Different team members work on different products.	HR Skill Requirement	Make to Stock

NEW QUESTION # 57

Gill runs the operations department of a manufacturing organisation in Wales. The department emulates best practices from competitors through benchmarking and has recently introduced Six Sigma to prevent operational problems. Which of the following best describes Gill's approach to operations function?

- A. Externally supportive
- B. Internally neutral
- C. Externally neutral
- D. Internally supportive

Answer: C

Explanation:

This aligns with externally neutral, which includes:

- * Benchmarking against competitors
- * Adopting best practices (Lean, Six Sigma, BPR, TQM)
- * Emulating successful industry models

(LO 2.1, See p.99)

NEW QUESTION # 58

A cupcake manufacturing organisation uses a 'management by exception' technique when it comes to planning and control. What does this mean?

- A. Audits and other control activities are completed by an outsourced company to ensure there is no bias in the investigations
- B. Exceptional performance is rewarded, for example through staff bonus schemes
- C. Plans and control activities are created based on historical performance
- D. Reporting only takes place when non-compliance occurs

Answer: D

Explanation:

Management by exception means that reporting only occurs when non-compliance happens or when results are outside the norm. In the case of a cupcake factory, there might be no quality control measures in place, but if an issue arises (e.g., food poisoning complaint), an investigation would be conducted. This is a risky strategy for such an organisation. (See p. 189)

NEW QUESTION # 59

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 Ltd 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.

What area of the product lifecycle is product Z in?

- A. Introduction
- B. Decline
- C. Maturity
- D. Growth

Answer: D

Explanation:

Product Z has been available for a short amount of time, and sales are still increasing. Since the demand is growing but has not yet stabilized, it is in the growth stage of the product lifecycle. (LO 2.2)

NEW QUESTION # 60

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