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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".

CIPS Supply Network Design Sample Questions (Q35-Q40):

NEW QUESTION # 35

Which of the following are disadvantages of the small-capacity strategy in capacity planning? Select ALL that apply.

- A. Less responsive to changes in market demands
- B. Weaker ability to compete on price
- C. Higher production costs
- D. Unable to personalise requirements from customers

Answer: B,C

Explanation:

The small-capacity strategy means a company deliberately produces below optimal capacity. This provides agility and flexibility to respond to market changes and allows for customer personalisation. However, the disadvantages include:

- * Higher production costs (lack of economies of scale)
 - * Weaker ability to compete on price (since larger-capacity businesses have lower production costs)
- Options C and D are disadvantages of large-capacity strategy, not small-capacity. (See LO 1.3)

NEW QUESTION # 36

Megan, the Director of Operations at Orange Windows Ltd, is concerned about overcapacity. Should she be worried?

- A. No - undercapacity will lead to unsold products
- B. Yes - overcapacity means that the organisation has wasted resources
- C. Yes - overcapacity means that some customer orders may not be fulfilled
- D. No - overcapacity means there are unused resources within the operations department

Answer: B

Explanation:

- * Overcapacity means the organisation has more production than demand, leading to waste and inefficiency.
 - * Customer orders will still be fulfilled (eliminating option B).
 - * Under capacity (D) is incorrect, as overcapacity, not undercapacity, leads to excess stock.
- (LO 2.2, See p.115)

NEW QUESTION # 37

Zelda is the Head Consultant at Pirate Architects Ltd, which provides services to clients in the construction industry. She has a team of 20 consultants and is considering how many projects each team member should handle. In terms of capacity loading, which factors should Zelda consider when assigning projects? Select ALL that apply.

- A. Staff member's experience
- B. Staff member's effectiveness
- C. Staff member's efficiency
- D. Staff member's time availability
- E. Staff member's salary

Answer: A,B,C,D

Explanation:

Capacity loading determines how much work each employee can handle. Key factors include experience, efficiency, time availability, and effectiveness. Salary is not relevant to determining workload capacity - though managers might mistakenly believe higher-paid employees should take on more. (See p.181)

NEW QUESTION # 38

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. Use a First Come, First Serve system to prioritise the orders that were made first, ensuring customer satisfaction
- C. 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
- D. Sequence the orders in the way that will be the cheapest to produce, creating the highest profit margin

Answer: C

Explanation:

Sequencing involves balancing logic, cost, and speed to 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 # 39

In a manufacturing organisation that produces cupcakes, which of the following categories of capacity takes into account staff absences and unplanned losses such as a late delivery of raw materials?

- A. Effective capacity
- B. Design capacity
- C. Available capacity
- D. Actual capacity

Answer: D

Explanation:

* Actual capacity accounts for real-life factors, including staff absences, supply chain delays, and other disruptions.

* Design capacity (A) is the maximum production level in an ideal scenario (no disruptions).

* Effective capacity (B) and available capacity (C) are the same, accounting for planned stoppages, but not unplanned losses. (LO 2.2, See p.115)

NEW QUESTION # 40

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