



APICS CPIM-Part-2 Practice Questions

Shared by Alvarez on 15-10-2026

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Question 1

Question Type: MultipleChoice

Which of the following is the fundamental difference between finite loading and other capacity planning approaches?

Options:

- A- It is highly dependent on advanced computer software to function effectively.
- B- It is only managed by shop floor supervisors.
- C- It can use historical information to drive decision-making processes.
- D- It considers adjustments to plans based on planned capacity utilization.

Answer:

D

Explanation:

Finite loading is a capacity planning approach that considers adjustments to plans based on planned capacity utilization. It does not allow overloading of resources and schedules operations only when there is enough capacity available. Finite loading creates a more realistic schedule for the production processes than other approaches, such as infinite loading, that ignore the capacity constraints and assume that the due dates of orders are absolute. Finite loading is not highly dependent on advanced computer software, although it can benefit from it. It is not only managed by shop floor supervisors, but also by planners and schedulers. It can use historical information, but it is not the only approach that can do so. Therefore, the fundamental difference between finite loading and other capacity planning approaches is that it considers adjustments to plans based on planned capacity utilization. Reference:= CPIM Part 2 Exam Content Manual, Domain 6: Plan, Manage, and Execute Detailed Schedules, Section B: Schedule Production Activities, Subsection 1: Develop a detailed production schedule (p. 28)

Question 2

Question Type: MultipleChoice

A statistical safety stock calculation would be appropriate for:

Options:

- A- components used in multiple end items.
- B- new products at time of introduction.
- C- end items with stable demand.
- D- supply-constrained raw materials.

Answer:

C

Explanation:

A statistical safety stock calculation is a method to determine the optimal amount of safety stock based on the demand variability, the lead time variability, and the desired service level. A statistical safety stock calculation would be appropriate for end items with stable demand, because these items have a predictable demand pattern and a low coefficient of variation. For items with unstable or unpredictable demand, such as components used in multiple end items, new products at time of introduction, or supply-constrained raw materials, a statistical safety stock calculation may not be accurate or reliable, and other methods such as judgmental or simulation-based approaches may be preferred. Reference: CPIM Part 2 Exam Content Manual, Domain 5: Plan and Manage Inventory, Section 5.4: Inventory Management Techniques, p. 29.

Question 3

Question Type: MultipleChoice

Which option best methods most likely introduces a temporary variance between the inventory balance and the inventory record?

Options:

- A- Inventory write-off
- B- B. Backflushing
- C- Cycle count
- D- Kanban

Answer:

C

Explanation:

Resource planning is a planning module that considers the longest-range planning goals. Resource planning is a method of determining the long-term capacity and resource requirements for a manufacturing system, based on the aggregate production plan, the sales and operations plan, and the business plan. Resource planning helps to align the production capacity and resources with the strategic objectives and goals of the organization. Resource planning considers the longest-range planning goals, which are usually expressed in terms of years or quarters.

The other options are not planning modules that consider the longest-range planning goals. Capacity requirements planning (CRP) is a planning module that calculates the capacity and load for each work center in a manufacturing system, based on the material requirements plan, the routing file, and the open order file. CRP helps to identify and resolve the capacity constraints and bottlenecks in the production process. CRP considers the short-range planning goals, which are usually expressed in terms of days or weeks. Input/output analysis is a planning module that compares the actual input/output of each work center in a manufacturing system with the planned input/output, based on the capacity requirements plan and the shop floor data. Input/output analysis helps to monitor and control the performance and efficiency of each work center. Input/output analysis considers the short-range planning goals, which are usually expressed in terms of days or weeks. Rough-cut capacity planning (RCCP) is a planning module that estimates the feasibility and adequacy of the key resources or work centers in a manufacturing system, based on the master production schedule and the bill of resources. RCCP helps to validate and adjust the master production schedule according to the available capacity and resources. RCCP considers the medium-range planning goals, which are usually expressed in terms of months or weeks. Reference: CPIM Exam Content Manual Version 7.0, Domain 4: Plan and Manage Supply, Section 4.2: Supply Planning Methods, p. 26; Resource Planning; Capacity Requirements Planning.

Question 4

Question Type: MultipleChoice

Which of the following factors is considered a carrying cost?

Options:

- A- Setup
- B- Transportation
- C- Obsolescence
- D- Scrap rate

Answer:

C

Explanation:

Obsolescence is the loss of value or usefulness of an item due to changes in technology, fashion, customer preferences, or other factors. Obsolescence is considered a carrying cost, because it is an expense associated with holding inventory over a period of time¹. Carrying costs are the various costs a business pays for holding inventory in stock, such as warehousing, insurance, taxes, depreciation, and opportunity costs². Obsolescence can increase the carrying costs of inventory, because it can reduce the demand and sales potential of the item, and may require the item to be written off or sold at a lower price³.

The other options are not considered carrying costs, because they are not related to holding inventory in stock. Setup is the cost of preparing a machine or a process for production. Transportation is the cost of moving goods from one place to another. Scrap rate is the percentage of defective or unusable units produced in a process. These costs are more related to production or distribution activities than inventory holding activities.

Question 5

Question Type: MultipleChoice

In Which option best situations would the use of a failure mode effect analysis (FMEA) be most appropriate?

Options:

- A- After a one-time quality incident investigation
- B- During the define phase of a six-sigma project
- C- During evaluation of a new market opportunity
- D- Prior to a new product introduction (NPI)

Answer:

D

Explanation:

Failure Mode and Effects Analysis (FMEA) is a systematic, proactive method for identifying and evaluating the potential causes and impacts of failures in a process, product, or service¹. It aims

to anticipate and prevent failures by assessing the relative effect and risk of different failure modes¹.

The use of FMEA would be most appropriate prior to a new product introduction (NPI). During the NPI phase, FMEA can be used to identify potential failure modes in the design of the product and assess their potential effects on the product's performance and reliability. This allows for proactive measures to be taken to mitigate or eliminate these risks before the product is launched. FMEA is particularly useful in the early stages of design, as it helps in making informed decisions that can improve the quality and safety of the product¹.

In contrast, using FMEA after a one-time quality incident investigation (A) or during evaluation of a new market opportunity may not be as effective, as these situations do not involve the design or development of a product or process. While FMEA can be used during the define phase of a Six Sigma project (B), its most impactful application is during the design phase of a new product, where it can significantly influence the final outcome.

Question 6

Question Type: MultipleChoice

One way to mitigate liability risk in the supply chain is to:

Options:

- A- negotiate lower component cost.
- B- require traceability for components.
- C- push inventory to supplier locations.
- D- use less-than-truckload (LTL) shipments more frequently.

Answer:

B

Explanation:

Liability risk in the supply chain is the risk that a company may be held legally responsible for damages caused by its products or services, or by its business partners, such as suppliers, subcontractors, or customers¹. Liability risk can result in financial losses, legal penalties, reputational damage, and customer dissatisfaction¹.

One way to mitigate liability risk in the supply chain is to require traceability for components, which means the ability to track the origin, history, location, and status of a product or its parts throughout the supply chain². Traceability can help a company to identify and prevent potential

quality issues, defects, recalls, counterfeits, or frauds that may cause harm to the customers or the environment². Traceability can also help a company to comply with regulatory standards, customer requirements, and social responsibility expectations². Traceability can be achieved by using various methods, such as barcodes, RFID tags, serial numbers, blockchain, or cloud-based platforms³.

The other options are not effective ways to mitigate liability risk in the supply chain. Negotiating lower component cost may reduce the procurement expenses, but it may also compromise the quality and safety of the components, which may increase the liability risk. Pushing inventory to supplier locations may reduce the inventory carrying costs and risks, but it may also increase the dependency and vulnerability on the suppliers, which may expose the company to more liability risk. Using LTL shipments more frequently may reduce the transportation costs and emissions, but it may also increase the handling and damage risks of the products, which may affect the customer satisfaction and liability.

Question 7

Question Type: MultipleChoice

"We have observed the inventory system does not handle plastic parts well." What should be added to the problem statement to make it more useful?

Options:

- A- Measurements that help describe the problem
- B- Guidance to which problem-solving tools should be used
- C- Criteria for selecting the improvement team
- D- Description of who is responsible for the problem

Answer:

A

Explanation:

Measurements are quantitative or qualitative data that indicate the magnitude, frequency, or impact of the problem. Measurements help to define the problem clearly, objectively, and specifically, as well as to establish a baseline for improvement. Therefore, what should be added to the problem statement to make it more useful is measurements that help describe the problem. For example, a more useful problem statement could be "We have observed that the inventory system causes 15% of plastic parts to be damaged or misplaced every month, resulting in \$10,000 of additional costs and 5% of customer complaints."



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