



Free Questions for CPIM-Part-2 by certscare

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Question 1

Question Type: MultipleChoice

A firm produces a moderate variety of products to stock in a single plant. The plant is organized in a functional layout with some work cells. Which of the following indicators most appropriately would be used to evaluate the effectiveness of the detailed capacity planning processes?

Options:

- A- Units of output per direct labor hour
- B- Change in level of work-in-process (WIP) inventory
- C- Percentage of master schedule attained
- D- Level of finished goods inventory

Answer:

B

Explanation:

The change in level of work-in-process (WIP) inventory is the most appropriate indicator to evaluate the effectiveness of the detailed capacity planning processes for a firm that produces a moderate variety of products to stock in a single plant. Detailed capacity planning is the process of determining the quantity and timing of resources, such as labor, equipment, and materials, needed to execute the master production schedule (MPS) at the work center level¹. The MPS is a plan that specifies the quantity and timing of end items to be produced in a given time period². The change in level of WIP inventory is a measure of the difference between the amount of WIP inventory at the beginning and at the end of a period³. WIP inventory consists of partially completed products or components that are waiting for further processing or assembly.

The change in level of WIP inventory can indicate how well the detailed capacity planning processes are aligned with the MPS and the actual demand. A positive change in WIP inventory means that more products or components are being produced than consumed, which implies that there is excess capacity or insufficient demand. A negative change in WIP inventory means that more products or components are being consumed than produced, which implies that there is insufficient capacity or excess demand. A zero or minimal change in WIP inventory means that the production and consumption rates are balanced, which implies that there is optimal capacity and demand. Therefore, by monitoring the change in level of WIP inventory, the firm can evaluate whether its detailed capacity planning processes are effective in meeting customer needs and expectations, as well as minimizing inventory costs and maximizing resource utilization.

The other options are not as appropriate indicators to evaluate the effectiveness of the detailed capacity planning processes for a firm that produces a moderate variety of products to stock in a single plant. Units of output per direct labor hour is a measure of labor productivity, which indicates how efficiently labor is used to produce output. However, labor productivity does not reflect the effectiveness of detailed capacity planning processes, because it does not account for other factors that affect production, such as equipment, materials, quality, or demand. Percentage of master schedule attained is a measure of schedule performance, which indicates how well the actual production matches the planned production. However, schedule performance does not reflect the effectiveness of detailed capacity planning processes, because it does not account for other factors that affect production, such as capacity constraints, resource availability, or customer satisfaction. Level of finished goods inventory is a measure of inventory management, which indicates how much inventory is available to meet customer orders. However, finished goods inventory does not

reflect the effectiveness of detailed capacity planning processes, because it does not account for other factors that affect production, such as product variety, lead time, or quality.

Question 2

Question Type: MultipleChoice

In an assemble-to-order (ATO) environment, option overplanning is used to:

Options:

- A- address uncertainty in the product mix.
- B- verify appropriate inventory levels,
- C- schedule detailed production.
- D- compensates for forecast bias.

Answer:

A

Explanation:

Option overplanning is a technique used in an assemble-to-order (ATO) environment to address uncertainty in the product mix. An ATO environment is a production strategy where products are assembled from components or subassemblies after receiving customer orders¹. Option overplanning is the practice of planning and stocking more components or subassemblies than the expected demand, based on historical data or forecasts². The purpose of option overplanning is to increase the flexibility and responsiveness of the production system, by allowing the manufacturer to meet a variety of customer orders with different options or features. Option overplanning can help reduce the risk of stockouts, improve customer service, and capture new market opportunities.

Option overplanning is not used to verify appropriate inventory levels, schedule detailed production, or compensate for forecast bias. Verifying appropriate inventory levels is a function of inventory management, which involves monitoring and controlling the quantity and quality of materials and products in stock. Scheduling detailed production is a function of detailed scheduling, which involves allocating resources and setting priorities for specific tasks or orders in the production process. Compensating for forecast bias is a function of demand management, which involves adjusting the forecasts based on the difference between the actual and predicted demand.

Question 3

Question Type: MultipleChoice

An advantage of adopting a capacity-leading strategy is that:

Options:

- A- there is sufficient capacity to meet demand.
- B- there is sufficient demand to consume capacity.
- C- all demand is satisfied, and profit is maximized.
- D- overcapacity problems are minimized.

Answer:

A

Explanation:

A capacity-leading strategy is a proactive approach that adds or subtracts capacity in anticipation of future market demand. It is an aggressive strategy with the objective of improving the service level and decreasing lead time¹. An advantage of adopting a capacity-leading strategy is that there is sufficient capacity to meet demand, which means that the organization can satisfy customer needs and expectations, as well as capture new market opportunities. A capacity-leading strategy can also help the organization gain a competitive edge by being the first to offer new products or services, or by lowering prices due to economies of scale².

The other options are not advantages of adopting a capacity-leading strategy. There is not necessarily sufficient demand to consume capacity, which means that the organization may face overcapacity problems, such as high inventory costs, low utilization rates, and reduced profitability³. All demand is not satisfied, and profit is not maximized, because there may be other factors that affect customer satisfaction and profitability, such as quality, price, or service⁴. Overcapacity problems are not minimized, but rather increased, by adopting a capacity-leading strategy, because the organization may have more capacity than needed if demand does not increase as

expected3.

Question 4

Question Type: MultipleChoice

To successfully empower individuals to drive change, an organization should:

Options:

- A-** ensure everyone can clearly articulate the business's vision and strategy.
- B-** conduct thorough training programs for all levels of employees.
- C-** align performance appraisals with the business's vision.
- D-** establish and track broad change metrics on a quarterly basis.

Answer:

A

Explanation:

To successfully empower individuals to drive change, an organization should ensure everyone can clearly articulate the business's vision and strategy. According to various sources, such as Forbes, Mercuri Urval, and LSA Global, one of the key factors for effective change leadership is to communicate a powerful and compelling change vision that inspires and motivates employees to support the change. A change vision is a statement that describes the desired future state of the organization after the change is implemented, and how it aligns with the overall business vision and strategy¹. A clear and consistent change vision can help employees understand the purpose and benefits of the change, as well as their roles and responsibilities in the change process². A change vision can also help create a sense of urgency, direction, and alignment among employees, as well as foster a culture of empowerment and participation³.

The other options are not sufficient or necessary to successfully empower individuals to drive change. Conducting thorough training programs for all levels of employees is important, but not enough to empower them to drive change. Training can help employees acquire the skills and knowledge needed to perform their tasks in the new situation, but it does not necessarily influence their attitudes, beliefs, or behaviors toward the change¹. Aligning performance appraisals with the business's vision is also helpful, but not essential to empower individuals to drive change. Performance appraisals can provide feedback, recognition, and incentives for employees who demonstrate the desired behaviors and outcomes related to the change, but they do not address the underlying motivations, emotions, or barriers that may affect employees' willingness or ability to change⁴. Establishing and tracking broad change metrics on a quarterly basis is also useful, but not critical to empower individuals to drive change. Change metrics can help measure the progress and impact of the change initiatives, but they do not necessarily engage or involve employees in the change process or give them a sense of ownership or autonomy over the change⁵.

Question 5

Question Type: MultipleChoice

Which of the following situations is most likely to occur when using a push system?

Options:

- A- Work centers receive work even if capacity is not available.
- B- Work centers are scheduled using finite capacity planning.
- C- Work centers operate using decentralized control.
- D- Work centers signal previous work centers when they are ready for more work.

Answer:

A

Explanation:

A push system is a production system that operates based on planned or forecasted demand, rather than actual or current demand. In a push system, work orders or tasks are released to the work centers according to a predetermined schedule, regardless of the availability of capacity or resources at the work centers. This means that work centers may receive work even if they are already overloaded or have no idle time, which can result in long lead times, high inventory levels, and poor customer service¹.

The other options are more likely to occur when using a pull system, which is a production system that operates based on actual or current demand, rather than planned or forecasted demand. In a pull system, work orders or tasks are released to the work centers only when there is a need or a request from the downstream work centers or customers. This means that work centers are scheduled using finite capacity planning, which is a method of allocating capacity and resources based on the actual availability and constraints of the work centers². Work centers also operate using decentralized control, which means that each work center has the autonomy and authority to make decisions based on the local conditions and signals from the environment³. Work centers also signal previous work centers when they are ready for more work, which is a way of synchronizing the flow of materials and information along the production process⁴.

Question 6

Question Type: MultipleChoice

Which of the following observations in a manufacturing plant best illustrates the poka-yoke technique of process design?

Options:

- A- The number of types of fasteners is reduced from 25 to 5.
- B- Customized containers hold mixed sets of parts.

C- An andon is installed.

D- A part attribute defines correct orientation.

Answer:

D

Explanation:

The poka-yoke technique of process design is a method for preventing or detecting errors and defects in the manufacturing process. Poka-yoke means "mistake-proofing" in Japanese, and it aims to eliminate human errors by creating systems that either make it impossible for a mistake to occur or make the mistake immediately obvious once it has occurred¹. One way to implement poka-yoke is to use part attributes, which are physical features of a part that ensure it can only be assembled or used in the correct way². For example, a part attribute can define the correct orientation of a part, such as a notch, a hole, a shape, or a color, so that it can only fit into the matching component. This prevents the operator from inserting the part incorrectly or using the wrong part.

The other options do not illustrate the poka-yoke technique of process design. Reducing the number of types of fasteners is an example of standardization, which is a method for simplifying and streamlining the production process by minimizing variation and complexity³. Customized containers that hold mixed sets of parts are an example of kitting, which is a method for organizing and delivering parts or materials to the point of use or consumption in the production process⁴. An andon is a visual or audible signal that indicates the status of a machine or process, such as normal, abnormal, or emergency⁵. An andon can be used to alert operators or supervisors of problems or issues, but it does not prevent or detect errors by itself.

Question 7

Question Type: MultipleChoice

Staging in a manual system corresponds to which of the following functions in a computer system?

Options:

- A- Order release
- B- Allocation
- C- Dispatching
- D- Bill-of-material explosion

Answer:

C

Explanation:

Staging in a manual system corresponds to dispatching in a computer system. Staging is the process of preparing and moving materials or components to the point of use or consumption in a production system¹. Staging can be done manually by workers who physically move the items from storage areas to workstations, or automatically by conveyors, robots, or other devices². Dispatching is the process

of authorizing and releasing work orders or tasks to the production system³. Dispatching can be done manually by supervisors who assign work to workers, or automatically by computer systems that use algorithms or rules to prioritize and schedule work⁴. Both staging and dispatching are functions that facilitate the flow of materials and information in a production system and ensure that the right items are available at the right time and place.

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