



Free Questions for L6M9

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Question 1

Question Type: MultipleChoice

Which of the following is a technique for continuous improvement that employs a full-time specialist improvement team?

Options:

- A- Kaizen
- B- Employee suggestion scheme
- C- Six Sigma
- D- Value stream mapping



Answer:

C

Explanation:

Six Sigma employs dedicated full-time teams focused on continuous improvement.

Kaizen (A) is an ongoing improvement philosophy but does not require a specialist team.

Employee suggestion schemes (B) are informal.

Value stream mapping (D) is a tool, not a full-time methodology.

(LO 2.3, See p.121)



Question 2

Question Type: MultipleChoice

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

Options:

- A- Yes - overcapacity means that the organisation has wasted resources

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

Answer:

A

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)

Question 3

Question Type: MultipleChoice

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?

Options:

- A- Design capacity
- B- Effective 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)

Question 4

Question Type: MultipleChoice

When would an organisation use a VRIO analysis?

Options:

- A- To identify internal resources that provide competitive advantage
- B- To monitor performance of the operations department against predetermined criteria
- C- To benchmark the organisation against similar organisations in the market
- D- To create a vision and mission statement for the organisation

Answer:

A

Explanation:

VRIO analysis helps an organisation identify internal resources that give it a competitive advantage.

VRIO stands for Value, Rarity, Imitability, Organisation---factors that determine whether a resource can sustain a competitive edge.

It does not focus on benchmarking (C) or performance monitoring (B).

(LO 2.2, See p.103)

Question 5

Question Type: MultipleChoice

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?

Options:

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



Answer:

B

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)



Question 6

Question Type: MultipleChoice

According to Foster's Model of Operational Balance, how should business strategy be developed?

Options:

- A- By senior leaders and filtered down through the company hierarchy
- B- Select one member from each department to join a working group and represent the interests of that department
- C- Use both formal and informal groups across the organisation

D- Designed by senior leaders and updated once a year based on feedback from other members of the organisation

Answer:

C

Explanation:

Foster's land management-based approach suggests that business strategy should not be dictated from the top down. Instead, it should involve both formal and informal groups throughout the organisation. This helps prevent artificial decision-making and misalignment between leaders and employees.

(LO 2.1, See p.77)

Question 7

Question Type: MultipleChoice

Which area of operations strategy is concerned with information management systems, automation, and productivity?

Options:

- A- Capacity
- B- Supply network design
- C- Process technology
- D- Development and organisational design

Answer:

C

Explanation:

Process technology refers to information management systems, automation, and productivity tools.

Capacity (A) is related to resource planning.

Supply network design (B) deals with supplier relationships and logistics.

Development and organisational design (D) is about people, structures, and hierarchies.

(LO 2.1, See p.71)

Question 8

Question Type: MultipleChoice

Carla is an Operations Manager at a bank. Customers are requesting more digitalisation of services, and Carla is considering a radical approach that streamlines decision-making and creates efficiency in the organisation's structural resources. What is this approach best known as?

Options:

- A- Total quality management
- B- Business process reengineering
- C- Lean
- D- Six Sigma

Answer:

B

Explanation:

The keyword here is 'radical', which is a key feature of business process reengineering (BPR).

Total quality management (A) is incorrect because TQM focuses on gradual quality improvements.

Lean (C) is incorrect because it focuses on waste reduction, which is not mentioned.

Six Sigma (D) is incorrect because it focuses on process improvement through data and system development, but it is not considered radical.

(LO 2.1, See p.68)

Question 9

Question Type: MultipleChoice

Which of the following are benefits of optimising the supply chain? Select ALL that apply.

Options:

- A- Increase of business flexibility to cater for demand
- B- Higher profit margins
- C- More accurate prediction of demand from customers
- D- Use of AI and technology
- E- Control of waste



Answer:

A, B, C, E

Explanation:

Optimising the supply chain brings benefits such as increased flexibility, higher profit margins, better demand forecasting, and waste reduction.

Use of AI and technology (D) is incorrect because it is a method to achieve supply chain optimisation, not a benefit itself.

(LO 1.1, See p.3)



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