

APICS CPIM-SMR Exam

Volume: 236 Questions

Question No: 1

What would MOST LIKELY be a structural question?

- A. Are we over our capacity at the plant?
- B. Will the firm make or buy its products?
- C. Is a work center going over capacity?
- D. How much of a particular product will need to be produced next month?

Answer: B

Explanation: A structural question would be if a company would make or buy its parts.

Question No: 2

What is the first step in determining what a customer "wants"?

- A. Have sit down meeting with them
- B. Evaluate what customer gives
- C. Identify who the customer is
- D. Listen to the customer

Answer: C

Explanation: First step is to listen to identify who the customer is. In complex business world, it may not be as easy as you would think.

Question No: 3

Which of the following are NOT characteristics of a project

- A. On-time focus
- B. Have a start and finish

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- C. Risks and Issues identified
- D. Specific purpose and desired results

Answer: C

Explanation: 8 characteristics of a project

1. On-time focus
2. Specific purpose and desired results
3. Start and a finish
4. Time frame for completion
5. Involvement of a cross functional group of people
6. Limited set of resources
7. Logical sequence of activities
8. Clear user of the results

Question No: 4

Good performance measures should be all of the following EXCEPT

- A. Be customized to suit the environment
- B. Be understood only by the person doing the work
- C. Reflect the manufacturing strategy
- D. Be non-financial in nature

Answer: B

Explanation: Good performance measures should

1. Reflect the manufacturing strategy
2. Be non-financial in nature
3. Be customized to suit the specific environment
4. Be revised on a continuous basis
5. Provide accurate and timely feedback
6. Be understood by all
7. Promote improvement rather than just do monitoring
8. Be group oriented

Question No: 5

Quality at the source is one of the most powerful concepts in what?

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- A. JIT
- B. Kaizen
- C. Six Sigma
- D. Total Quality Management (TQM)

Answer: D

Explanation: Quality at the source is one of the most powerful concepts in Total Quality Management (TQM)

Question No: 6

What would be considered the BEST measure of a good design?

- A. Short time to market
- B. Lowest amount of failures
- C. Lowest cost of the product
- D. Creates value for the customer

Answer: D

Explanation: The BEST measure of a good design is that it creates value for the customer

Question No: 7

The pharmaceutical and aircraft industries have one thing in common, they must both

- A. Run a job shop
- B. not export their products
- C. Use JIT manufacturing
- D. Use lot traceability

Answer: D

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Explanation: Both the airline industry and the pharmaceutical industry must use lot traceability so there is complete traceability back from the original source all the way through final product.

Question No: 8

A company decides to buy out one of its suppliers. This is a strategic move to be more what?

- A. Kanban Integrated
- B. Horizontally integrated
- C. JIT Integrated
- D. Vertically integrated

Answer: D

Explanation: Buying out a supplier would be a strategic move to be more vertically integrated. Vertically integrated because the company has decided to directly produce more value adding stages from raw materials to the point of sale of the product to the customer.

Question No: 9

Job or task-level changes are most appropriately defined by what?

- A. Work Teams
- B. 1st level management
- C. Cross-functional team
- D. Quality Circle

Answer: A

Explanation: Job or task-level changes are most appropriately defined by what work teams

Question No: 10

Which of the following are types of distribution channels?

- I. Direct shipments
- II. Consolidation shipments
- III. Local Distribution

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- A. I & III Only
- B. II & III Only
- C. I & II Only
- D. I, II, & III

Answer: D

Explanation: All of the following are types of distribution channels that can get products physically routed from the production facility to the end user.

1. Direct shipments
2. Consolidation shipments
3. Local Distribution

Question No: 11

A successful Employee involvement program includes which of the following?

- I. Common understanding of the employee's role in the plant
- II. Management clearly defining the problems to be solved
- III. Provide teams with authority to change work process
- IV. Developing a rewards system

- A. I, III, & IV Only
- B. I, II, & IV Only
- C. II, III, & IV Only
- D. I, II, & III Only

Answer: A

Explanation: A successful Employee involvement program includes which of the following?

1. Common understanding of the employee's role in the plant
2. Provide teams with authority to change work process
3. Developing a rewards system

In an employee involvement program should not have management defining the problems to be solved

Question No: 12

Which of the following in a modern company is the LOWEST cost element?

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- A. Labor Cost
- B. Material Cost
- C. Inventory Cost
- D. Overhead Cost

Answer: A

Explanation: In a modern company labor cost is usually the lowest and material is the highest. Inventory is not a cost element because it is considered an overhead cost.

Question No: 13

What are principles of strategic revolution?

- I. The bottleneck is at the top of the bottle
- II. Strategic planning isn't strategic
- III. Plan then strategize
- IV. Strategy planning must be subversive

- A. I, III, & IV
- B. II, III, & IV
- C. I, II, & IV
- D. I, II, & III

Answer: C

Explanation: Principles of a strategic revolution

1. The bottleneck is at the top of the bottle
 2. Strategic planning isn't strategic
 3. Strategy planning must be subversive
 4. Planning must be different than strategizing
 5. Planning is about programming, strategizing is about discovery
 6. Planning is for technocrats
 7. Strategizing is for dreamers
- Plan then strategize is not a principle of the strategic revolution

Question No: 14

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To purchase a new hole-boring machine to increase capacity of the plant would be considered what?

- A. Supply Investment
- B. Capacity Investment
- C. A financial Investment
- D. A capital investment

Answer: D

Explanation: To purchase a new hole-boring machine to increase capacity of the plant would be considered a capital investment because investing in the future of the company.

Question No: 15

To purchase a new hole-boring machine to increase capacity of the plant would be considered what?

- A. Supply Investment
- B. Capacity Investment
- C. A financial Investment
- D. A capital investment

Answer: D

Explanation: To purchase a new hole-boring machine to increase capacity of the plant would be considered a capital investment because investing in the future of the company.

Question No: 16

What is the BEST way to resolve people issues in change management?

- A. Inform users of change as early as possible and include them in the decision making process
- B. Create excellent training materials
- C. Punish anyone who does not work with the new process
- D. Have in-person training with users

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Answer: A

Explanation: The best way to resolve people issues is to Inform users of change as early as possible and include them in the decision making process

Question No: 17

What is the MOST important requirement for a jobbing environment?

- A. Inventory cost reports
- B. Detailed shop floor reporting
- C. Accurate MPS
- D. Detailed Business Plan

Answer: B

Explanation: Most important would be a detailed shop floor reporting system

Question No: 18

Which of the following are competitive dimensions of manufacturing?

- I. Innovation
- II. Dependability
- III. Inventory

- A. I & III Only
- B. I, II, & III
- C. II & III Only
- D. I & II Only

Answer: D

Explanation: The five competitive dimensions of manufacturing are

1. Quality
2. Cost
3. Flexibility
4. Dependability

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5. Innovation

Question No: 19

What is the tool used to formally announce the company's intention, its scope of operations and its purpose?

- A. Corporate Strategy
- B. Strategic Planning Model
- C. Business Strategy
- D. Mission Statement

Answer: D

Explanation: The mission statement is the tool used to formally announce the company's intention, its scope of operations and its purpose.

Question No: 20

Which of the following are important factors to institutional change?

- I. Show how new approaches, behaviors, and attitudes improve performance
- II. Create top notch training materials for new users
- III. Next generation of managers really personify the new approaches

- A. I & III Only
- B. II & III Only
- C. I, II, & III
- D. I & II Only

Answer: A

Explanation: 2 important factors to institutionalize change are

- 1. Show how new approaches, behaviors, and attitudes improve performance
- 2. Next generation of managers really personify the new approaches

Question No: 21

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Which of the following are the three topics under the definition and design phases of a project?

- I. Objective
- II. Statement of Work
- III. Scope
- IV. Strategy

A. I, III, & IV Only

B. I, II, & IV Only

C. II, III, & IV Only

D. I, II, & III Only

Answer: A

Explanation: The following are the three topics under definition and design phase

- 1. Objective
- 2. Scope
- 3. Strategy

Question No: 22

What is MOST appropriate to shorten delivery lead time?

A. Increase machine utilization

B. Shorten setup and queue time

C. Increase the number of workers

D. use alternate routing

Answer: B

Explanation: Most appropriate is to shorten setup and queue time

Question No: 23

Which of the following is NOT a part of sustainability to the organization, stakeholders, and supply chain?

A. Profit

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- B. Environmental
- C. Economic
- D. Social

Answer: A

Explanation: The three parts of sustainability are

1. Economic (Profit would be a part of this category)
2. Environmental
3. Social

Question No: 24

What in project management is the hierarchical description of a project in which each lower level is more detailed?

- A. Work Breakdown Schedule
- B. Responsibility Assignment Matrix (RAM)
- C. Organization Chart
- D. Statement of Work

Answer: A

Explanation: A work breakdown schedule is the hierarchical description of a project in which each lower level is more detailed

Question No: 25

Which of the following are good performance measures?

- I. Be individual oriented
- II. Be understood by all
- III. Provide accurate and timely feedback
- IV. Be revised on a continuous basis

- A. I, II, & III Only
- B. II, III, & IV Only

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C. I, II, & IV Only

D. I, III, & IV Only

Answer: B

Explanation: Good performance measures should

1. Reflect the manufacturing strategy
2. Be non-financial in nature
3. Be customized to suit the specific environment
4. Be revised on a continuous basis
5. Provide accurate and timely feedback
6. Be understood by all
7. Promote improvement rather than just do monitoring
8. Be group oriented

Question No: 26

The first step of preparing others for change is what?

- A. Communication directly to them
- B. Involving others in the change
- C. Training users on the changes
- D. Learning about the change

Answer: A

Explanation: The FIRST step is to communicate to the users directly

Question No: 27

According to Davenport and Short which of the following is NOT a major process dimension?

- A. Process Objects
- B. Process Route
- C. Process Activities
- D. Entities

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Answer: B

Explanation: 3 major process dimensions Davenport and Short

1. Entities
2. Process objects
3. Process activities

Question No: 28

The cost of goods forecast to be sold in the next 3 months equal \$1,200,000, and the average projected inventory is \$600,000. What is the projected stock turns?

- A. 6
- B. 8
- C. 2
- D. 4

Answer: B

Explanation: Stock turns = Projected annual cost of goods sold/ average inventory= $(1200000*4)/600000$

Question No: 29

Which of the following are phases of change

- I. Actioning the plan
- II. Systemizing Change
- III Gain approval from CEO

- A. I, II, & III
- B. II & III Only
- C. I & II Only
- D. I & III Only

Answer: C

Explanation: The phases of changes include

1. Identify the project

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2. Plan the project
3. Action the plan
4. Implementation
5. Reorganizing to the new
6. Systemizing the change
7. Closure

Question No: 30

According to Kapp, what is the first level of training evaluation?

- A. Evaluation checks to ensure student is using skills learned in training
- B. Survey after training. How did it all go?
- C. test demonstration of the skill
- D. Bottom line impact of training reviewed

Answer: B

Explanation: According to Kapp, the first level of training evaluation is to survey after training. These are the 4 levels of training evaluation.

1. Survey after training. How did it go?
2. Test or demonstration of the skill
3. Evaluation checks to ensure student is using the skills learned in training
4. Bottom line impact of training reviewed

Question No: 31

What is the BEST way to begin changing employee behavior?

- A. Flatten the organization
- B. Provide more detailed directives
- C. Change performance measurement and reward system
- D. Implement a suggestion box

Answer: C

Explanation: What is the BEST way to begin changing employee behavior is to change the performance

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measurement and reward system.

Question No: 32

Worker idle time should be accepted in any process because of why?

- A. Work will eventually run out.
- B. Workers should have time to work problems and implement improvements
- C. should not be accepted because they should always be producing
- D. Workers need to rest

Answer: B

Explanation: Worker idle time should be accepted in any process because workers should have time to work problems and implement improvements

Question No: 33

Which of the following is MOST related to Quality Function Deployment?

- A. Total Quality management
- B. JIT Principles
- C. House of Quality
- D. Distribution Requirements Planning

Answer: C

Explanation: House of Quality is also known as a Quality Function Deployment

Question No: 34

Material Management organization brings together what organizations?

- I. Purchasing
- II. Scheduling
- III. Finance

A. II & III Only