

Cambashi Training

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Aerospace



Correct answers in orange

1. Which one of the following is NOT a characteristic of the Aerospace industry?

- A. Highly complex products
- B. Mass-produced products which are built to a sales forecast**
- C. High cost and long timescales to introduce new products
- D. Use of leading-edge technology and materials
- E. Products that require support over very long lifetimes

2. An overseas defense company signs a contract to sell military aircraft to the government of an emerging economy. The contract states that, in return for the order, the defense company must agree to purchase products from the customer's national aerospace manufacturers. What is the name given to this kind of mutually beneficial arrangement?

- A. Offset Trade**
- B. Parallel Selling
- C. Outsourcing

3. Reducing the overall number of parts and re-using design elements in the form of standard or modular assemblies are business initiatives that aerospace companies may pursue because...?

- A. This makes life simpler for the design teams
- B. This is a very important way of reducing complexity and cost**
- C. This leads to more technologically advanced aircraft

4. Which TWO of the following provide an explanation for the high level of government involvement in the aerospace industry?

- A. Protecting the interests and safety of the travelling public**
- B. Regulations dictate that governments are always majority shareholders in aerospace companies
- C. The need to protect intellectual property with strategic defense implications**

5. Which companies in the aerospace supply chain control tend to be the major players in the maintenance, repair and overhaul (MRO) market?

- A. OEMs
- B. Tier One Suppliers**
- C. Tier Three Suppliers

Aerospace



Correct answers in orange

6. The Six Sigma methodology helps aerospace companies to manage compliance with which regulatory area?

- A. Manufacturing**
- B. Environmental Protection
- C. Pilot Certification

7. Which industry trend is driving the development of lighter aircraft?

- A. Reduced global availability of aluminum
- B. Government and customer demand for fuel efficiency**
- C. The procurement of components from lower cost countries

**8. Which of the below is a business benefit associated with the Internet of Things (IoT)?
Select all that apply.**

- A. Smaller, simpler supply chains
- B. Increased production automation**
- C. Enhanced aircraft performance and condition monitoring**

9. Which business function involves managing a complex web of projects covering the 'design-make-use' process?

- A. Program management**
- B. Procurement
- C. Sales and Marketing

10. In the aerospace industry, what is the term used to describe the build of customer orders that have not yet been built or shipped?

- A. Backstop
- B. Backlog**
- C. Logbook

Automotive



Correct answers in orange

1. Which business function manages the physical logistics of bringing new products to market?

- A. Sales and Marketing
- B. Production
- C. Distribution**

2. Which aspect of the OEM's business does the introduction of the CAFÉ standards (USA) impact the most?

- A. Research and Development (R&D)**
- B. Sales and Marketing
- C. Supply Chain Management

3. In Automotive, traceability plays a crucial role in ...

- A. The vehicle recall process**
- B. Demand forecasting
- C. Boosting manufacturing efficiency

4. How does the production of vehicles using modular design benefit vehicle manufacturers?

- A. The components from unsold vehicles can be re-used in newer models
- B. Manufacturers are able to source all their components from a single supplier
- C. A smaller number of components reduces design complexity and creates a more flexible production line**

5. What strategies are employed by vehicle manufacturers to deal with low customer demand? Select all the apply.

- A. Lowering prices**
- B. Offering financial incentives to help dealers struggling to shift unsold vehicles**
- C. Designing more expensive products
- D. Moving production to low-cost countries**
- E. Reducing the number of employees**

6. What is currently the most common application for 3D printing technology in the automotive sector?

- A. Mass production of components
- B. The production of prototype parts for testing**
- C. Replacing damaged components following a vehicle recall

7. Which department is responsible for diversifying a vehicle manufacturer's supplier base?

- A. Production
- B. Procurement**
- C. Research and Development (R&D)

Automotive



Correct answers in orange

8. Which of the below is NOT one of the ways in which vehicle manufacturers will try to address increasing urbanization?

- A. Pay-per-use business models
- B. Ride sharing business models
- C. By Developing a portfolio of larger vehicles**

9. Which of the below describes a potential benefit of the connected car? Select all that apply.

- A. 'Smart' monitoring**
- B. Improved safety**
- C. 'Infotainment' and other in-cockpit services**
- D. The simplification of the automotive supply chain

10. Which companies in the supply chain provide up to 70% of the value of a finished vehicle?

- A. OEMs
- B. Tiered Suppliers**
- C. Dealers

Chemicals



Correct answers in orange

1. Which one of the below is a major feedstock supplier to chemicals companies?

- A. Automotive companies
- B. Oil and gas companies**
- C. Electronics manufacturers
- D. Pharmaceutical companies

2. Manufacturers of commodity chemicals need to sustain high levels of utilization within their manufacturing plants. Which one of the following statements provides the primary reason for this focus?

- A. Low levels of utilization lead to an increase in the levels of plant maintenance required, resulting in higher costs
- B. Maintaining high levels of product quality is more difficult to achieve at low levels of utilization
- C. Commodity chemicals factories must run at (or near) full capacity to achieve the economies-of-scale required to preserve profit margins**

3. The sale of excess production capacity by a chemicals manufacturer to other companies in the sector is known as...

- A. Contract manufacturing**
- B. Process manufacturing
- C. Batch Manufacturing

4. In which region is REACH the major regulatory framework governing the chemicals industry?

- A. China
- B. Europe**
- C. North America

5. What is the accounting term for money spent on buying, maintaining, or improving fixed assets such as chemical production facilities?

- A. Variable costs
- B. Capital expenditure**
- C. Petty cash

6. Which business process is responsible for applying scientific and technological innovation to the design of commercial products?

- A. Portfolio planning
- B. Sales and marketing
- C. Research and development (R&D)**

Chemicals



Correct answers in orange

7. Which of the below is more of a priority for specialty chemicals manufacturers than for commodity chemical manufacturers?

- A. Management of frequent production changeovers**
- B. Preserving profit margins through high volume sales
- C. Safe storage and handling processes

8. Which category of chemicals is derived directly from the crude oil refining process?

- A. Base inorganics
- B. Polymers
- C. Petrochemicals**

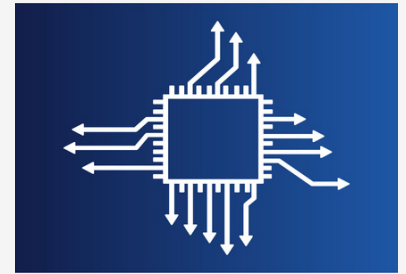
9. To what does the term 'shrinkage' refer?

- A. Reducing production output to match low market demand
- B. Inventory loss, theft or damage**
- C. A reduction in the number of warehouse staff

10. Which of the below is likely to increase the price of chemical feedstocks?

- A. A rise in oil prices**
- B. Low demand for chemical products
- C. A fall in natural gas prices

High-Tech



Correct answers in orange

1. What is a 'wafer fab'?

- A. The thin disc on which semi-conductor chips are stored
- B. The production facilities in which semi-conductor chips are manufactured**
- C. Specialist software that operates plant machinery in a semi-conductor factory

2. What is embedded software?

- A. Obsolete, unused, and inactive software which has not been removed from a software product.
- B. Standard software which is built into other software systems
- C. Software which is built into almost every high-tech product**

3. 'Semicap' describes which of the following in the high-tech industry

- A. Semiconductor capital equipment, that is, the machines used to make and test integrated circuits and electronics.**
- B. The unusual hats worn by machine operators in an electronics clean room
- C. The half-complete cover needed for connector locations on printed circuit boards to facilitate connection of chips and other components.

4. Which of the following strategies is likely to be the main priority for a component manufacturer trying to sell electronic components to an OEM?

- A. Golf lessons for the sales team to make sure they can build relationships with people in their target customer organizations.
- B. Easy handling, and differentiation of components by using brightly colored material for chips and component covers
- C. Make it easy for the OEM to incorporate components into a product, by offering extensive product information, configuration rules, standard 'reference' designs, and suggestions on the design of production processes relevant to use of the components.**

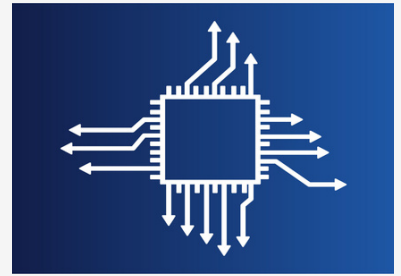
5. What is RosettaNet?

- A. A popular layout for electronics manufacturing machines, and the network communication links between them, which together look like a rose when viewed from above
- B. The name of a set of standards for collaborative commerce in the high-tech industry.**
- C. A global community of electronics materials specialists

6. High tech companies outsource manufacturing and design tasks, and this involves sharing information with partners and suppliers. While much of the information here is treated as confidential, which one of the following types of information do you think High Tech companies would protect most carefully?

- A. Predictions of future sales volumes
- B. Terms and conditions of contract
- C. Intellectual Property**
- D. Shipping information

High-Tech



Correct answers in orange

7. High-tech product development can involve some big decisions, for example, should a function be implemented in hardware or software? Which of the following helps a development organization make this 'hardware or software' decision?

- A. The lean-six-sigma approach
- B. Systems engineering**
- C. Reverse logistics

8. What is the purpose of portfolio planning and management in a high-tech company?

- A. Visibility of trade-offs between old and new products so that smooth revenue growth is achieved with a continuing stream of new products meeting market demands at target cost levels**
- B. Achievement of balance in external investments
- C. Maintenance of collections of works or documents to demonstrate skills and accomplishments of individual employees.

9. Growth of 'cloud computing' is driving demand for high tech products such as computers, communications and software. Which of the following is the best description of 'cloud computing'?

- A. Use of the new cloud like interconnect foam for high-speed communications between groups of computers
- B. Use of high-speed networks to access software running in remote, large-scale datacenters**
- C. A new type of computer based on the quantum principles of a cloud of sub-atomic particles

10. Additive manufacturing, also known as 3D printing, has a significant and growing role in many manufacturing sectors. But what is the role of high tech in relation to additive manufacturing?

- A. Some of the parts needed for quantum computers can only be made using additive manufacturing
- B. For additive manufacturing machines, both technical functions (such as control systems, and translating design data into suitable formats), and also commercial functions (such as access to shared additive manufacturing machines, and price quotations) depend on extensive high-tech support**
- C. High-tech products are recycled to provide the materials used by additive manufacturing machines

Machinery



Correct answers in orange

1. Which particular issue is addressed by the adoption of 'lean manufacturing'?

- A. Waste and unnecessary activity in a production plant**
- B. Employee health and fitness
- C. Product Defects

2. Which one of the following is typically made using an engineer-to-order process?

- A. Residential air conditioning unit
- B. Large packaging equipment**
- C. Small electrical generator

3. Which type of company is least able to cope with a downturn in business in a particular industry sector?

- A. A small company with a narrow focus**
- B. A company that makes machines which are used as components in larger machines
- C. A large machinery manufacturer making products for more than one industry sector

4. Which of the following describes the manufacturing processes for machinery that is typically sold in high volumes?

- A. Make to stock**
- B. Engineer to order
- C. Assemble to order
- D. All of the above

5. Which machinery product can be classified as a sub-assembly?

- A. A HVAC system
- B. A motor**
- C. A forklift truck

6. Which kind of machinery company usually places the greatest emphasis on KPIs that measure production efficiency?

- A. Large machinery manufacturers
- B. Medium-sized machinery manufacturers
- C. Small machinery manufacturers**

7. Which is the best description of security concerns in the machinery industry?

- A. If vandal-proof fasteners are used to connect the mechanical components, there will be no security issues with this machine
- B. Machines used to be standalone mechanical devices, but now they are smart, internet-connected systems which require security just like PCs and data centers**
- C. Because the only people with access to machine control panels are qualified operators, the machines in this factory are secure

Machinery



Correct answers in orange

8. MTBF is one parameter used to measure machine reliability. What does it stand for?

- A. Machine Tendency to Break and Fail
- B. Machinery Tracking Basis and Feedback

C. Mean Time Between Failure

9. One important product development strategy in machinery is to create a skeleton product which will be the basis for a wide range of future products. The same strategy, known by the same name, is also used in automotive product development. What is it?

A. Common Platform

- B. Common Parts
- C. Common Performance

10. Which approach to sales is likely to be the most common to achieve sales of large, complex, expensive, customizable machines?

- A. Discount codes emailed to list of possible customers
- B. Distribution of paper catalogs supported by 24/7 call center to handle sales enquiries

C. A consultative approach, delivered by a team of engineers who work closely with the client to achieve a solution at an acceptable price

Oil & Gas



Correct answers in orange

1. Which line of business is the most significant contributor to the operating income of integrated Oil companies?

- A. Refining
- B. Production**
- C. Petrochemicals

2. What do the initials OPEC stand for?

- A. Oil and Petroleum Extraction Companies
- B. Office of Petroleum and Energy Council
- C. Organization of Petroleum Exporting Countries**
- D. Open Production in Energy Companies

3. Retail petrol sales outlets have significantly extended their operations to include the sale of a wide range of other products and services. What is the primary reason for this diversification?

- A. Very small profit margins on fuel sales**
- B. This is an important way of reducing tax liabilities
- C. The increase in the number of electric vehicles has led to a significant fall in fuel sales

4. What is the indicator used by oil companies to measure the cost of bringing oil or gas from the reservoir to the surface?

- A. Finding costs
- B. Development costs
- C. Lifting costs**
- D. Time to first oil

5. A company that controls and manages each aspect of the oil and gas value network, from exploration through to production, distribution and wholesale/retail, can be said to be:

- A. Horizontally integrated
- B. Vertically integrated**
- C. Diagonally integrated

6. Surveying is an activity focused on

- A. Finding new oilfields and extending the life of existing wells**
- B. Decommissioning a well once it is no longer able to produce oil and gas
- C. Transporting oil and gas from the oilfield to the refinery

7. Which companies have control of the world's largest proved reserves and can therefore be considered to be the most influential?

- A. International/Integrated oil companies
- B. National oil companies**
- C. Oilfield supply companies

Oil & Gas



8. Which are of the oil and gas value chain turns crude oil and raw gas in useful products?

- A. Upstream
- B. Midstream
- C. Downstream**

Correct answers in orange

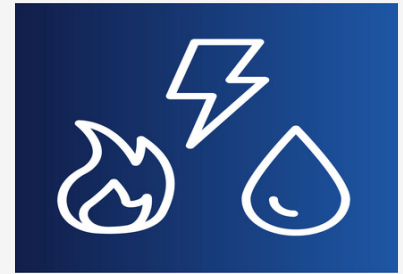
9. What name is given to oil reserves that are considered to have slightly more than a 50% chance of being commercially viable?"

- A. Proven
- B. Possible
- C. Probable**

10. In Oil and Gas, which of the below is NOT a strategy for enhancing operational efficiency?

- A. Investing in IT to digitize operations
- B. Engaging in joint ventures with other companies
- C. Scaling back on expensive exploration projects
- D. Running refineries at reduced capacity**

Utilities



Correct answers in orange

1. Which of the following statements is correct?

A. Renewable energy sources are a key selling point for retailers in deregulated markets

B. In the US, Public Utilities Commissions (PUCs) dictate that utilities in regulated markets must generate over 50% their electricity from renewable sources

C. Renewable energy is not a concern in either regulated or deregulated markets

2. Two of the below choices describe major areas which offer utilities an opportunity to significantly lower their operating costs. Select all that apply.

A. Maximizing asset productivity

B. Digitizing the records management processes

C. Highly efficient maintenance and repair operations

3. What does the term 'deregulation' mean in the utility industry?

A. The creation of a single, vertically integrated company capable of supplying energy in a particular geographic region

B. Restructuring sector legislation to demonopolize the industry and create room for competitive business practices

C. Reducing industry regulations to remove the burden of legal obligations and bureaucracy from utilities companies

4. In the utilities industry, what is 'customer churn rate'?

A. The number of customer calls answered in a time period in a call center

B. The potential to cross-sell and expand service areas

C. The number of customers who change utility supplier, for whatever reason

5. The building of a utility company plant is outsourced to contractors. Which department in the utility company would usually perform construction project management processes and also plan the maintenance activities for the completed plant?

A. Plant Operations

B. Engineering

C. Administrative Services

6. Which energy source is currently responsible for the majority of global electricity production?

A. Coal, gas and oil

B. Hydroelectric

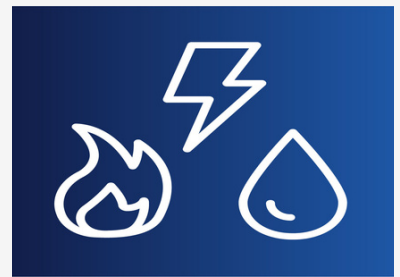
C. Wind

D. Nuclear

Utilities

7. Which of the below activities is likely to be supported by a Geographic Information System (GIS)?

- A. The centralizing of corporate purchasing activity
- B. Day-to-day plant maintenance operations
- C. The design of network extensions and reinforcements**



Correct answers in orange

8. What is the term for the movement of electricity from the power plant to regional nodes under high voltage?

- A. Distribution
- B. Transmission**
- C. Generation
- D. Desalination

9. Which of the below is not considered a distributed energy resource (DER)?

- A. An established, industrial-scale gas-fired power plant**
- B. A battery storage facility
- C. Home-generated solar power

10. In which type of utility market does the cost-of-service business model prevail?

- A. Regulated**
- B. Deregulated
- C. Neither
- D. Both

Industry Overview



Correct answers in orange

1. Which of the following is NOT a source of added value for a manufacturing company?

- A. Product design and innovation
- B. Volume production leading to economies of scale**
- C. Order processing
- D. Delivery

2. Which of the following is a customer benefit of the software-as-a-service business model? Select all that apply.

- A. Reduced implementation and maintenance costs**
- B. Cost savings arising from the 'pay-per-use' model**
- C. Enhanced collaboration and visibility of data for staff**

3. In discrete manufacturing, the manufacturing bill of materials (MBOM) contains instructions on how to manufacture a given product, as well as a list of all the required parts. Which of the below contains similar data for process manufacturers?

- A. Recipes**
- B. Formulae
- C. Engineering BOM

4. Which of the below can NOT be considered a raw material that forms the very first input into a manufacturing supply chain?

- A. Oil
- B. Natural Gas
- C. Pressed or shaped sheet metal**

5. Which of the following production models might be used to make orange juice?

- A. Semi-continuous / batch**
- B. Assemble-to-order
- C. Make-to-stock

6. To which group do most manufacturers sell their products?

- A. End consumers
- B. Retailers
- C. Other manufacturers**

7. Which of these regulatory areas is specific to the manufacturing sector?

- A. Imports / exports**
- B. Financial
- C. Environmental

Industry Overview

8. Which of these options represents a fixed cost to a manufacturer?

- A. Raw material costs
B. Capital purchases such as machinery
 C. Energy costs



Correct answers in orange

9. ALM is the product of constantly evolving 3D Printing technologies. What does ALM stand for?

- A. Automated Layer Manufacturing
B. Additive Layer Manufacturing
 C. Application Lifecycle Management

10. Which external driver is more likely to influence the regional and budgetary allocations for manufacturer's sales force?

- A. Macroeconomic trends
- B. Regulatory challenges
- C. Sustainability initiatives

Logistics



Correct answers in orange

1. Which one of the following activities is normally undertaken by a manufacturer's logistics operation?

- A. Engineering
- B. Procurement
- C. Warehouse management**

2. Why are third party logistics companies increasingly focusing on environmental measures?

- A. To counteract high fuel costs
- B. To align their services with clients' sustainability strategies
- C. To aid compliance with increasingly strict regulations
- D. All of the above**

3. Which sector trend has given rise to challenges relating to the 'last mile'?

- A. Sustainability
- B. Online retailing**
- C. Cyber security

4. Which of these terms refers to the selection of appropriate goods from the warehouse prior to their distribution to customers?

- A. Receiving
- B. Packing
- C. Picking**

5. Which of the below metrics would be most suitable for measuring the responsiveness of a manufacturer's logistics operations?

- A. Transportation lead time**
- B. Truck idle time
- C. Inventory turnover

6. Which answer best describes a major benefit of supply chain partners using shared IT applications?

- A. Efficiency gains driven by real-time visibility of business data throughout the supply chain**
- B. Decreased risk of cyber attacks
- C. The ability to operate global businesses with only one software license

7. In addition to reducing asset downtime, what is another benefit of predictive maintenance?

- A. More accurate shipment tracking
- B. Improved scheduling of maintenance engineers and equipment**
- IC. mproved warehouse layouts

Logistics



8. Elastic logistics aims to...?

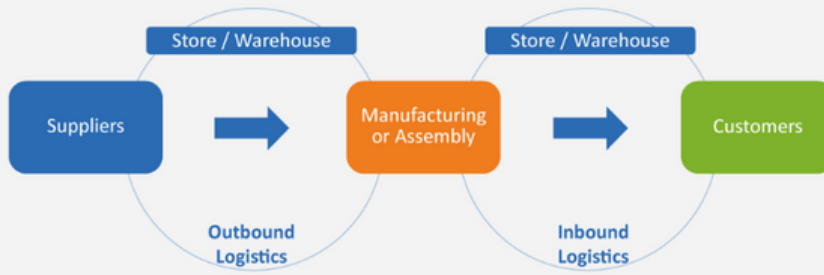
A. Rapidly scale operations in response to sharply increased or decreased demand

B. To consolidate the number of logistics companies into just a few global players

C. To reduce the overall number of consumer-level shipments

Correct answers in orange

9. The process diagram below contains an error. What is it?



A. Goods are always delivered from the manufacturing facility directly to the end customer without the need for intermediate storage

B. The outbound and inbound logistics labels should be switched

C. Both of the above

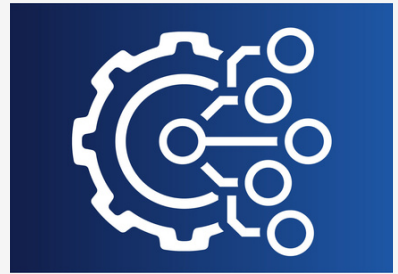
10. What is the name given to the process governing the return of faulty, incorrect, or unwanted goods back to the supplier?

A. Reverse logistics

B. Rewind logistics

C. Materials handling

Plant Operations



Correct answers in orange

1. Which technologies are generally associated with advanced manufacturing?

- A. Augmented reality**
- B. 3D printing**
- C. Solar power
- D. Internet of Things**

2. When are materials tested for quality?

- A. During processing
- B. As materials arrive
- C. Before products ship
- D. All of the above**

3. In the plant, which of the following is NOT a processing activity?

- A. Forming raw material into shapes
- B. Auditing paperwork compliance**
- C. Chemical reactions
- D. Packaging product for shipment

4. Which manufacturing strategy includes Just-in-time, Kanban, level loading and small lots?

- A. Clean Manufacturing
- B. Lean Manufacturing**
- C. Least Manufacturing

5. What are the metrics used to measure throughput?

- A. Six sigma
- B. Cost per unit produced
- C. Overall factory effectiveness**
- D. Overall equipment effectiveness**

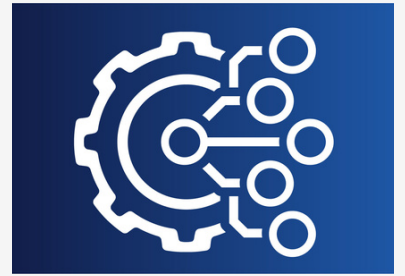
6. The factory is going to buy a new machine. You are part of a team which is making a final choice between two providers of suitable machines. Your specific task is to identify the provider which can offer the best reliability. What parameters do you investigate?

- A. Changeover time
- B. Mean time between failures**
- C. Value add per employee
- D. Mean time to repair**

7. If a Plant Manager asks you about indirect materials, what items do they mean?

- A. Materials which go into the final product
- B. Materials which suppliers use
- C. Materials required for manufacturing a product which do not become part of the final product**

Plant Operations



8. A food manufacturer receives a container of vegetable oil, and confirms it matches the specification they need. What is the purpose of further testing of the oil, before it is used in production?

A. To keep the quality team busy

B. To plan adjustments to temperatures, times and proportions in production recipes due to the exact characteristics of the oil

C. To make use of storage space in the testing laboratory

Correct answers in orange

9. In what circumstances is the final test or inspection of a finished product more than a simple pass/fail test?

A. When the production process can result in a range of grades of product, and there is a market for the different grades

B. When the laboratory wants to evaluate a more sensitive test

C. When the manufacturer's management team are deciding whether to go ahead with a proposed product

10. Which of the statements below describes production planning and control activity?

A. Provides a detailed schedule for acquiring materials, and performing production activities.

B. Control and testing of incoming materials, in-process materials and finished goods.

C. Ensure that the plant meets legal requirements in both operations and shipped products

Product Development



Correct answers in orange

1. Which product development role usually takes responsibility for monitoring both final product quality and overall plant performance?

A. Production engineering manager

B. R&D Director

C. Product marketing manager

2. The development of a typical IoT-connected product requires which engineering disciplines. Select all that apply.

A. Software

B. Electronics

C. Hardware

D. Production

3. Stress cracks appear in the same part used in the engine assembly in three separate aircraft and regulators have no choice but to ground the global fleet until the issue is resolved. What is the name given to the documentation principle enabling the manufacturer of the part to identify other aircraft which may also be affected?

A. Trackability

B. Bill of Materials

C. Traceability

4. During which phase of the development cycle do product and process modifications tend to be most costly?

A. Detailed design and analysis

B. Volume manufacture

C. Research and development

5. Which of the below describes the importance of version control systems to the product development process?

A. To ensure all relevant staff have access to the very latest design iteration

B. IP protection

C. To provide product information to retailers

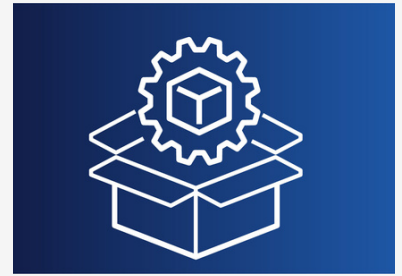
6. Which business function is responsible for providing feedback on existing product success and communicating new product features and capabilities to potential end users?

A. R&D

B. Production

C. Marketing

Product Development



Correct answers in orange

7. The development of one of the below products DID NOT originate due the principle of 'market pull?' Which one?

- A. Electric and hybrid vehicles
- B. Recyclable carrier bags
- C. The Apple iPad**

8. What is the correct name for a design methodology which aims to reduce production costs without sacrificing product functionality?

- A. Lean manufacturing
- B. Value engineering**
- C. Enterprise resource planning

9. Which manufacturing megatrend has driven the development of products containing significantly higher proportions of software and electronics?

- A. 3D printing
- B. The trend towards cross-functional product development teams
- C. The Internet of Things**

10. Complete the sentence – 'in many manufacturing sectors, a product launch which is delayed by six months typically results in ...'

- A. The same profits as an on-time launch, only later
- B. A significant loss in profits compared to an on-time launch**
- C. A substantial increase in the R&D budget for the following year

Running the Business



Correct answers in orange

1. The head of product development activity may have a job title such as 'VP Engineering,' 'Chief Technology Officer' or "VP Research." One of the following is a key responsibility of this person but is a secondary issue for other senior managers. Which one?

- A. Product design and innovation**
- B. Health and safety
- C. Production plant profitability

2. Which of the following most accurately describes the value of manufacturing execution systems (MES)?

- A. More streamlined product development processes
- B. The ability to produce a wider range of products using the same production equipment
- C. Improved integration between back-office and factory IT environments**

3. Which ratio measures the relationship between shareholder investment and company profit?

- A. Gross margin
- B. Return on equity**
- C. Return on sales

4. How are IT services relating to operations typically delivered and managed within a large corporation?

- A. Each operational group is responsible for managing its own IT environment
- B. IT services are usually provided by a centralized IT department that serves each operational group**
- C. IT services tend to be exclusively managed by specialist external companies

5. Which statement describes how manufacturing companies attempt to differentiate themselves from their competition?

- A. Advertising
- B. New technologies or processes
- C. Leading-edge supply chain operations
- D. All of the above**
- E. None of the above

6. What is the benefit of outsourcing non-core activities to external specialists? Select all that apply.

- A. Outsourcing transfers some of the business risk to the contracting company**
- B. Outsourcing grants large corporations an exemption from publishing details of their financial performance
- C. Outsourcing allows companies to focus on the activities that differentiate them from their competition**

Running the Business

7. In financial reporting, to what does the term P&L refer?

- A. Profit and liability
- B. Payment and loss
- C. Profit and loss**

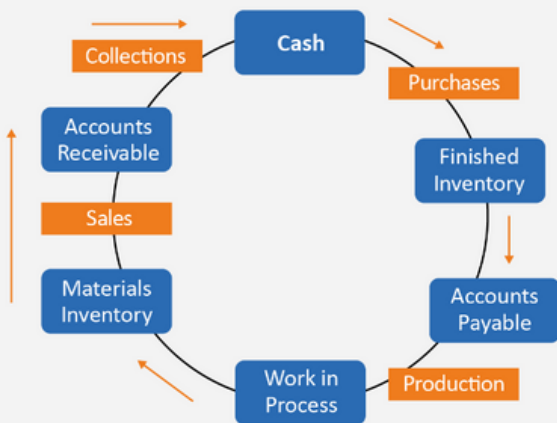


Correct answers in orange

8. Which statement describes the aim of industry benchmarking studies?

- A. To improve industry performance as a whole**
- B. To reduce industry competition
- C. To identify merger or acquisition targets for large corporations

9. The process diagram below contains an error. What is it?



- A. The placement of accounts payable and accounts receivable should be swapped
- B. The placement of materials inventory and finished inventory should swap**
- C. Business never use cash to purchase materials and equipment from suppliers. The whole diagram is incorrect

10. A company with multiple manufacturing sites needs good communication between headquarters and each site. Why?

- A. To share financial and operational information**
- B. To ensure that expense claims are processed quickly
- C. So that machine operators at each manufacturing site can communicate using the headquarters email system

Sales, Marketing & Customer Service



1. Which of the following are the key responsibilities of the customer service team?

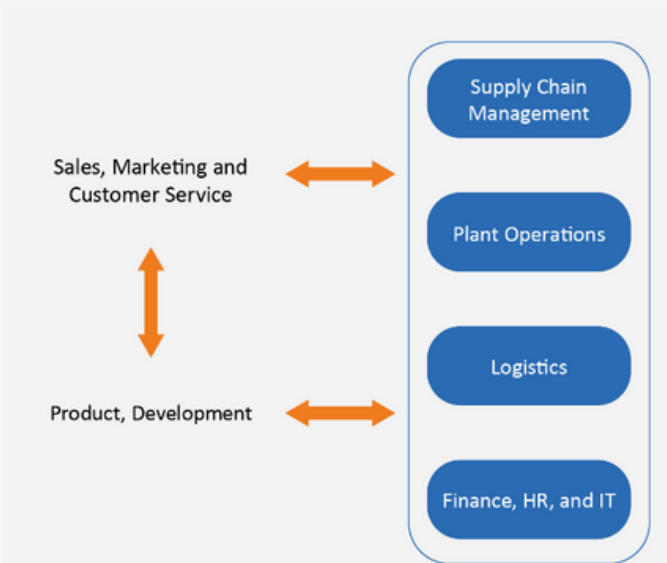
A. To communicate, promote and sell the added value that is present in their goods and services

B. Managing product returns and sorting out repair or replacement

C. To transform components and materials into a new product that they can sell

Correct answers in orange

2. Which of the operations best describes the diagram below?



A. Supply Chain Management

B. Plant Operations

C. Business Integration

3. Which answer best match with the following responsibilities, (negotiation of the sales targets, sets of discounted practices and development of sales objectives)?

A. VP Sales

B. VP Marketing

C. Product Managers

4. Which of the following resources are most optimize by implementing Sales and Operating Planning? Select all the answers applicable.

A. Production

B. Demand

C. Finance

D. Labor

5. Which of the following metrics is responsible for creating product awareness and customer engagement?

A. Customer Service

B. Marketing

C. Sales

Sales, Marketing & Customer Service



Correct answers in orange

6. Which of the following product styles is the most expensive to produce?

- A. Make-to-Stock
- B. Engineer-To-Order**
- C. Make-to-assemble

7. Sales approaches influence the sale of a product. Which one of the following approaches expects more personal services and special conditions?

- A. Sales Cycle Duration
- B. Transaction Value**
- C. Transaction Volumes

8. Which of the following components fit into the marketing mix of customer interactions?

- A. Customization per transaction**
- B. Design
- C. Development

9. Which of the following industry use dealerships for interacting with customers?

- A. Pharmaceuticals
- B. Automotive**
- C. Specialty chemicals

10. In which marketing category do the following tactics belong: mail, trade shows, trade journals, advertising, and public relations?

- A. Inbound Marketing
- B. Online Marketing
- C. Outbound Marketing**

Supply Chain Management



Correct answers in orange

1. Which answer best describes a major benefit of supply chain partners using shared IT applications?

A. Efficiency and responsiveness gains driven by real-time visibility of business data throughout the supply chain

B. Decreased risk of cyber attacks

C. The ability to operate global businesses with only one software license

2. Which of the following is the fifth major component of supply chain activities, based on the SCOR model, if the other four are plan, source, deliver and return?

A. Reconcile

B. Order

C. Make

D. Maintain

3. Which of the terms below best describes a batch of chemicals which has undergone only the first of three processing stages?

A. Finished goods

B. Work-In-Process

C. Goods-in-Transit

4. Recycling regulations are increasingly making final product disposal the responsibility of which supply chain participant?

A. The raw materials supplier

B. The final manufacturer

C. The end customer

5. Vendor Management Inventory (VMI) is a collaborative supply chain strategy common to which industry sector?

A. Oil and Gas

B. Chemicals

C. Consumer Goods and Retail

6. Which of the below best describes the focus of the Kanban methodology?

A. Managing the flow of materials through the factory

B. Development of transportation routes

C. Negotiating supplier delivery schedules

Supply Chain Management



Correct answers in orange

7. Which process handles incoming supplier materials, ensuring that they match what was ordered?

- A. Picking
- B. Receiving**
- C. Returning

8. Which role is most likely to be involved in scheduling maintenance for plant equipment?

- A. VP Supply Chain
- B. Chief operating officer
- C. Production planning manager**

9. With which industry is the just-in-time (JIT) supply chain most commonly associated?

- A. Automotive**
- B. Utilities
- C. Construction

10. Which of the below best describes the supply chain challenge of 'shrinkage'?

- A. The unplanned loss of inventory**
- B. A reduction in the number of contracted suppliers
- C. A reduction in company profitability