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## CIPS Operations Management Sample Questions (Q23-Q28):

### NEW QUESTION # 23

At which point in the manufacturing process would Failure Mode and Effective Analysis (FMEA) be first used?

- A. before manufacturing begins
- B. once all items have been processed, before they are sent to customers
- C. at regular intervals during the manufacturing process
- D. on a faulty item if it is returned from a customer

**Answer: A**

Explanation:

The question asks when it can be FIRST used so the correct answer is 1. FMEA detects failures early in the process, usually before mass production begins, and looks at potential failures in both design and process. It may be conducted when you have a prototype as well as later on in the manufacturing process, or when products are returned faulty. P.97-98

### NEW QUESTION # 24

Which of the following do you need to know in order to work out the gross profit margin of an item? Select TWO

- A. net profit
- B. revenue
- C. sales volume
- D. costs of goods sold

**Answer: B,D**

Explanation:

The formula for working out gross profit is (revenue - cost of goods sold) divided by revenue. Therefore 2 and 3 are correct. It's unlikely you will have to do any mathematical calculations in this exam, but if you do they'll be super easy and there is a calculator inbuilt into the system you can use. There's a couple of different cost formulas on p.78 but these will be familiar to you already from Level 4.

### NEW QUESTION # 25

What is the main purpose of Six-Sigma?

- A. to break even
- B. customer satisfaction
- C. reduce waste
- D. eliminate variation

**Answer: D**

Explanation:

The primary purpose of six-sigma is to eliminate variation. It's a form of quality control used a lot in manufacturing. See p.136

### NEW QUESTION # 26

Little Joy Ltd is a large company with several functional departments. Below are details of four departments. For each, you must decide which functional area of the business the department is, as well as the SERVQUAL Gap that each Department Lead is concerned with.

Department 1: This department is concerned with the creation of products. The products are created in line with BS EN 716-1 and undergo vigorous tests before they leave the factory. Many customers are unaware of the additional costs of testing to BS EN 716-1 and complain about the price of this product line.

Department 2: Other departments of the business are internal customers of this functional area and approach the Department Lead when they require something to be bought. Often the internal customers have unrealistic expectations of the timescales involved in the process and the Department Lead spends a lot of time explaining lead times and logistics.

Department 3: This functional area creates the budgets for the company and emails these to the Department Leads at the beginning of every quarter. Due to the complexity of the documents, other functional areas of the business often don't understand the information provided.

Department 4: This area of the business is concerned with revenue, which has recently slumped. The Department Lead is conducting market surveys to find out the reason for this.

Complete the table below by listing the Functional Area of the business, and the corresponding SERVQUAL Gap. Each response should only be used once: procurement, finance, sales, production, satisfaction gap, delivery gap, standards gap, communication gap.

Which of the following will you put into box 2?

- A. production
- B. sales
- C. procurement
- D. finance

**Answer: C**

Explanation:

The correct answers are as follows:

□

### NEW QUESTION # 27

A manufacturing company makes taps which they advertise with a guarantee of durability for 10 years. At which point in time would you expect most defects to be found?

- A. between 2-5 years
- **B. Within the first year**
- C. between 5-6 years
- D. between 1-2 years

**Answer: B**

Explanation:

The correct answer is within the first year. Failure rates is depicted as a 'bathtub' curve- most defects are found right at the beginning of an items lifespan, and right at the end. This is why option 1 is correct. See p.94 for more details.

### NEW QUESTION # 28

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