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## CIPS Operations Management Sample Questions (Q117-Q122):

### NEW QUESTION # 117

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

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

**Answer: B**

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 # 118**

Joan is the Operations Manager at a Dentist Surgery and has recently completed a Pareto Analysis with the hopes of improving the quality of service offered. Which of the following would be a possible finding from this analysis?

- A. 80% of complaints are caused by 20% of the dentists
- B. customers are twice as likely to recommend the dentist if they had a positive experience
- C. The booking process is very slow and doesn't meet customer expectations
- D. there is a gap between the service expected by customers and the service delivered

**Answer: A**

Explanation:

Pareto is also known as the 80/20 rule- therefore the only correct option could be 1. P.126 talks about how Pareto is applied in diagnosing quality problems within an organisation. You'll have come across Pareto in Level 4 when it was used as a way of classifying inventory.

**NEW QUESTION # 119**

Below are details of 4 local manufacturing companies. For each company you must decide what the main objective is for the organisation and what layout their manufacturing plant has.

Company 1: This company creates large, delicate products which are hard to move. The main aim of the company is to stand out from competitors due to the superior level of materials used and by using the latest forms of technology to create the items.

Company 2: This company produces 72 different items and has designated zones within its premises for the creation of each item. The zones are organised based on the technology used and some products may be passed between different zones to be completed. The company creates many different items in response to changing customer demands, with many product lines only lasting a single season.

Company 3: Company 3 creates one product which flows along a single production line, with staff members adding to the product on four different occasions. The company must produce a high volume of this singular product in order to break even. Therefore, there is always a steady flow of items through the plant and it is important there is no stoppage in production.

Company 4: This company produces small batches of products, as and when they are ordered by customers. Due to uncertainty in demand, a high profit margin is added to the cost of each item. Teams in the factory are grouped into different areas depending on the technological process they are using.

Complete the table below by listing the objective criteria and plant layout for each company. Each response should only be used once: flexibility, speed, quality, cost, functional layout, cell layout, product layout, fixed-position layout

Which of the following will you put into box 2?

- A. speed
- B. cost
- C. flexibility
- D. quality

**Answer: C**

Explanation:

The correct answers are as follows:

**NEW QUESTION # 120**

Which of the following would you require in order to calculate the availability of a piece of equipment used in manufacturing?

- A. output of machine
- B. production rate

- C. cost of repair
- D. mean time to repair

#### Answer: D

Explanation:

You need to know the mean time to repair - i.e. the amount of time the machine is 'out of action'. The calculation is availability = mean time between failure divided by (mean time between failure + mean time to repair). P.95

#### NEW QUESTION # 121

In an organisation that uses Quality Assurance to ascertain whether a product meets the needs of a customer, which of the following are you likely to find?

- A. staff proactively checking products for defects
- B. regular feedback loops from customers
- C. proactive maintenance of equipment
- D. a steering committee

#### Answer: A

Explanation:

In Quality Assurance you'll find staff proactively checking products for defects. P.116 explains the difference between Quality Assurance and TQM. The other three options are what you would find as part of TQM. The easy way to remember the difference is that QA is reactive - its about checking the products for defects once they're made, and TQM is about creating processes so that defects don't happen in the first place.

#### NEW QUESTION # 122

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