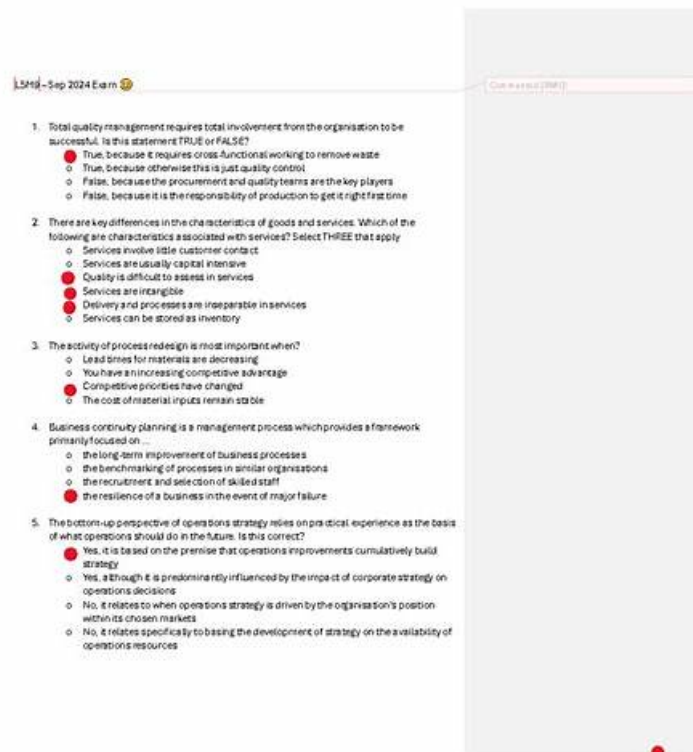


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CIPS Operations Management Sample Questions (Q19-Q24):

NEW QUESTION # 19

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 6?

- A. satisfaction gap
- B. delivery gap
- C. communication gap
- D. standards gap

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 20

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

Answer: D

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 # 21

Below are details of five companies who operate a Total Quality Management System (TQM). For each company, select the system used and identify which area of the Balanced Scorecard this relates to.

Company 1: The focus of this company is to gather real-time data to assess the quality of products created during the manufacturing process. There are tight budgets and reworking any defects will affect the bottom line.

Company 2: This company is concerned about how their products are received. They have recently completed market research focused on their client's feelings. The objective is now to improve the product's look and performance to meet these expectations.

Company 3: The focus of this company is defining the customer requirements and translating this into a high-quality specification and effective operational process.

Company 4: Within this company there is a group of 6 employees who meet regularly with the objective of reducing issues that arise

in the manufacturing of products.

Complete the table below by listing the TQM System used and the relevant Balanced Scorecard criteria for each company. Each response should only be used once: Quality Circle, Statistical Process Control, Kansei Engineering, Quality Function Deployment, Finance Criteria, Business Process Criteria, Learning and Growth Criteria, Customer Criteria.

Which of the following will you put into box 6?

- A. finance criteria
- B. learning and growth criteria
- **C. customer criteria**
- D. business process criteria

Answer: C

Explanation:

The correct answers are as follows:

NEW QUESTION # 22

Moto Ltd is a car manufacturer based in Japan. They implement a Kansei Engineering process. In Kansei Engineering which of the following is considered?

- **A. customer emotions**
- B. ethical considerations
- C. costs of raw materials
- D. environmental impact

Answer: A

Explanation:

Customer emotions are considered in Kansei- its about creating products which meet customers' 'aesthetic and performance expectations'. P.114

NEW QUESTION # 23

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.

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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 3?

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

Answer: C

Explanation:

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