



## CIPS Operations Management Sample Questions (Q25-Q30):

### NEW QUESTION # 25

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 7?

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

**Answer: D**

Explanation:

The correct answers are as follows:

### NEW QUESTION # 26

In which stage of development does the operations department contribute competitive advantage to an organisation?

- A. externally neutral
- B. internally neutral
- C. internally supportive
- D. externally supportive

**Answer: D**

Explanation:

Externally supportive is the final stage of the Hayes and Wheelwright Operations Contribution Model. At this stage Operations is proactive, and has high levels of innovation and adaption. See p.31

### NEW QUESTION # 27

The functional objectives of each business department must be set prior to the organisation setting the corporate objectives. Is this True?

- A. yes- these individual objectives will collectively make up the corporate objectives
- B. no- there does not need to be an alignment between functional and corporate objectives so they can be created at any time
- C. yes- the most important objectives from each department will be selected to create the corporate objectives
- D. no- the corporate objectives are set first

**Answer: D**

Explanation:

Firstly the statement is false- so you can discount options 1 and 2. It is false because corporate objectives are set first- these are then used to create functional objectives for each of the business departments. This is from p.34 of the study guide. [Later in the chapter it does go on to talk about top-down and bottom-up formation of strategy, which may be confusing. It is possible to build a strategy from the bottom up (i.e. from department level to corporate level) but strategy and objectives are not the same thing. Objectives are always set top-down].

### NEW QUESTION # 28

Shireen is an Operations Manager at a cake factory. She has been asked by her manager to create a list of the transforming resources used within the factory. Which of the following would appear on her list? Select TWO

- A. facilities such as mixing equipment and ovens
- B. raw materials such as flour and sugar
- C. employees who work on the production line
- D. Information such as recipes

**Answer: A,C**

Explanation:

Employees and Facilities are 'transforming resources'. Raw Materials and Information are 'transformed resources'. TransformING means they do the work of converting something into something else. TransformED means they change into something. See p.45 of the study guide for more information on this.

### NEW QUESTION # 29

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 1?

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

**Answer: D**

Explanation:

The correct answers are as follows:

### NEW QUESTION # 30

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