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CIPS Operations Management Sample Questions (Q13-Q18):

NEW QUESTION # 13

Penny is the Operations Manager at a small furniture manufacturing company that makes tables and chairs, among other wooden household items. In the manufacturing site there is a small warehouse which stores inventory which is used in unforeseen circumstances such as a late delivery. What is the name given to this type of inventory?

- A. work-in progress
- B. anticipation inventory
- **C. buffer stock**
- D. transit inventory

Answer: C

Explanation:

This is buffer stock because it is being used as a safety for if something goes wrong with the current planned production schedule.. Anticipation Inventory is when you order extra materials in anticipation that something in the future will affect the level of production, such as a labour strike or a sharp price increase. These two are quite similar but the difference is buffer stock is held all the time and you don't anticipate something drastic is going to change in the future- you're just holding the extra stock because you're risk adverse. Anticipation Inventory isn't always held, it's collected when you think something bad is going to happen in the future and you'll need it. Work-in-progress is half-finished products and transit inventory is products that are currently being moved, for example on a delivery truck so these two are obvious wrong answers. See p.25 for different types of inventory

NEW QUESTION # 14

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 2?

- A. quality circle
- B. kansei engineering
- **C. statistical process control**
- D. quality function deployment

Answer: C

Explanation:

The correct answers are as follows:

NEW QUESTION # 15

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.

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.

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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 4?

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

Answer: C

Explanation:

The correct answers are as follows:

NEW QUESTION # 16

The methodology for defining customer requirements and creating products that meet those needs is commonly known as which of the following?

- A. business process re-engineering
- B. defining business needs
- **C. quality function deployment**
- D. value engineering

Answer: C

Explanation:

This is Quality Function Deployment. It's a framework for ensuring that products are designed in line with what customers want/need. P.112

NEW QUESTION # 17

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 1?

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

Answer: A

Explanation:

The correct answers are as follows:

NEW QUESTION # 18

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