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1. L5M9 – Sep 2024 Exam ☺

1. Total quality management requires total involvement from the organisation to be successful. Is this statement TRUE or FALSE?
 - a. True, because it requires cross-functional working to remove waste
 - b. True, because otherwise this is just quality control
 - c. False, because the procurement and quality teams are the key players
 - d. False, because it is the responsibility of production to get it right first time

ANS: B

2. There are key differences in the characteristics of goods and services. Which of the following are characteristics associated with services? Select THREE that apply
 - a. Services involve little customer contact
 - b. Services are usually capital intensive
 - c. Quality is difficult to assess in services
 - d. Services are intangible
 - e. Delivery and processes are inseparable in services
 - f. Services can be stored as inventory

ANS: C,D,E

3. The activity of process redesign is most important when?
 - a. Lead times for materials are decreasing
 - b. You have an increasing competitive advantage
 - c. Competitive priorities have changed
 - d. The cost of material inputs remain stable

Ans: C

4. Business continuity planning is a management process which provides a framework primarily focused on
 - a. the long-term improvement of business processes
 - b. the benchmarking of processes in similar organisations
 - c. the recruitment and selection of skilled staff
 - d. the resilience of a business in the event of major failure

Ans: D

5. The bottom-up perspective of operations strategy relies on practical experience as the basis of what operations should do in the future. Is this correct?
 - a. Yes, it is based on the premise that operations improvements cumulatively build strategy

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CIPS Operations Management Sample Questions (Q25-Q30):

NEW QUESTION # 25

An Operations Manager is responsible for making many decisions. Which of the following would be a strategic decision made by an Operations Manager?

- A. creating quality standards
- B. scheduling the production of manufactured goods
- C. deciding how to allocate key raw materials among the functional areas
- D. deciding which inventory to carry

Answer: C

Explanation:

4 is the only strategic decision listed here. The other options are 'operations decisions' rather than 'strategic'. Strategic decisions influence the direction the company is going in and may have an effect on the long-term strategy of the company. Operational decisions are about ensuring everything runs smoothly and the Five Rights are achieved. This is from p.4-6 of the study guide.

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 3?

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

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 27

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 5?

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

Answer: C

Explanation:

The correct answers are as follows:

□

NEW QUESTION # 28

Which of the following are operations management activities? Select THREE

- A. process selection
- B. materials management
- C. job design
- D. development of new products
- E. capacity planning

Answer: A,B,E

Explanation:

1 2 and 4 are correct. Development of New Products would be the activity of the R&D department, and job design the activity of HR. There is a list of 10 Operations Management activities on p.12

NEW QUESTION # 29

Total Productive Maintenance and Just in Time are examples of Total Quality Management (TQM). Is this correct?

- A. no- TQM includes Kansai engineering
- B. yes- other examples include business process re-engineering
- C. no- TQM includes quality circles and quality function deployment
- D. yes- other examples include statistical process control

Answer: D

Explanation:

The correct answer is 2. Firstly the statement is true TPM and JIT are examples of TQM- so discount options 3 and 4. Between 1 and 2 - 1 is incorrect as BPR is not a form of TQM but statistical process control is. This is from p.107. There are 6 types of TQM- do learn these all for the exam- it's known to come up frequently in the exam.

NEW QUESTION # 30

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