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CIPS Operations Management Sample Questions (Q80-Q85):

NEW QUESTION # 80

A bread factory is introducing a 'Poka yolk' methodology to reduce defects. What will be the focus of this?

- A. staff- the reduction of human error
- B. machinery- ensuring there is little to no downtime in machinery use
- C. inputs such as the quality of raw materials
- D. outputs- which will be measured against strict criteria

Answer: A

Explanation:

Poka Yolk is about reducing human / user errors. This is from p.134

NEW QUESTION # 81

George has recently been hired as the new Operations Manager at a cake factory. He has 10 years' experience but his most recent employment was as an Operations Manager in an accountancy firm. George believes that the skills and responsibilities of an Operations Manager is the same regardless of the organisation he works for. Which of the following would be one of these responsibilities? Select TWO

- A. manage a team
- B. **create competitive advantage**
- C. increase profit
- D. **keep customers happy**

Answer: B,D

Explanation:

The correct answer is keep customers happy and create competitive advantage. This is from p.4 of the study guide. The key in this question is that you're looking for a universal responsibility for an Operations Manager- something that doesn't depend on the organisation. For this reason increase profits and managing a team are incorrect. Not every Ops Manager will be tasked to increase profits and not every Ops Manager will have direct line management responsibilities. The study guide states 'their key role is to guarantee that available resources are efficiently used in order to create competitive advantage for the organisation and keep customers satisfied'.

NEW QUESTION # 82

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 8?

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

Answer: D

Explanation:

The correct answers are as follows:

NEW QUESTION # 83

Khaled has recently been hired as an Operations Manager at a company providing consultancy services. This is his first role in the service industry, previously he has worked at companies providing goods. He understands that services are intangible and therefore there is a difference in how Operations may be managed. Which of the following sentences about services are true? Select THREE

- A. there is no variability in services
- B. **services cannot be stored, unlike goods**
- C. **it is not possible to return a service**

- D. production and consumption occur simultaneously
- E. there is a transfer of ownership when purchasing a service

Answer: B,C,D

Explanation:

The correct sentences are 2, 3 and 5. This is from the table comparing services and goods on p.47. Note that you can ask for a refund if you're unhappy with a service, but you can't physically return the service you've received. Option 1 is incorrect- there is no transfer of ownership with services (there is with goods). Option 4 is incorrect as every service is different- there is a high level of variability in delivery.

NEW QUESTION # 84

Bilal is an Operations Manager at an apple pie manufacturer and is currently undertaking an Aggregate Capacity Analysis. What is the purpose of this?

- A. It will tell Bilal if he has the correct number of apples he needs to produce the desired number of apple pies
- B. **It will give Bilal an overall evaluation of the company's ability to meet demand fluctuations**
- C. It will help Bilal assess if he is working within the allocated budget
- D. It will help Bilal decide if he needs to hire more workers in the short term to ensure the factory produces enough apple pies to meet demand

Answer: B

Explanation:

Aggregate Capacity Analysis looks at medium-term capacity to see whether supply can match demand. This is from p.23. Aggregate means 'from a group or cluster' and therefore requires quite a few bits of data. For this reason option 1 is incorrect as this describes a very short term look at capacity analysis.

NEW QUESTION # 85

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