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### CIPS Operations Management Sample Questions (Q44-Q49):

#### NEW QUESTION # 44

A lorry used for transporting goods between warehouses has a light that flashes up on the dashboard when engine oil needs to be replaced soon. This is an example of what form of maintenance?

- A. preventative
- B. run to breakdown
- C. reactive
- **D. condition-based maintenance**

**Answer: D**

Explanation:

This is an example of condition-based maintenance. This is when, prior to failure, the user is alerted to a potential problem and given

time to fix it before it happens. Preventative maintenance is proactively checking regularly, so in this scenario it would be the driver checking the oil level manually before each journey. Reactive maintenance would be changing the oil when it needs changing (not beforehand). Run to breakdown would be driving the vehicle until it doesn't go any more then replacing the vehicle. See p.103.

#### NEW QUESTION # 45

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 4?

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

**Answer: B**

Explanation:

The correct answers are as follows:

#### NEW QUESTION # 46

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

**Answer: D**

Explanation:

The correct answers are as follows:

#### NEW QUESTION # 47

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

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

**Answer: A**

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 # 48

A fast-food restaurant provides a drink machine for customers to use, which allows the customer to select the drink that they wish by putting their cup under the machine and pushing a button. The machine will first drop ice into the cup, but this button will not work unless the cup is placed on an X. What is this an example of?

- A. fail safing
- B. preventative maintenance
- C. run to breakdown
- D. redundancy

**Answer: A**

Explanation:

This is fail safing. Fail safing is a design feature that prevents a failure. In this case, it prevents ice being dropped on the floor if there is no cup there. There are some good examples of this on p.102

#### NEW QUESTION # 49

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