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CIPS Operations Management Sample Questions (Q23-Q28):

NEW QUESTION # 23

Doug's Doughnuts Ltd is a large manufacturer of doughnuts. They produce in excess of 100,000 doughnuts per day which are boxed and sent to supermarkets and other retail outlets for sale. Large pieces of machinery are used to make the doughnuts. Which form of maintenance would be the most appropriate to use at Doug's Doughnuts?

- A. preventive
- B. condition based
- C. run to breakdown
- D. reactive

Answer: A

Explanation:

Preventative maintenance should be used at Doug's Doughnuts. The machines should be serviced regularly to ensure they're working well. A break-down in machinery would stop production, and because Doug's Doughnuts produce so many items per day, this would cause a serious issue for the company. Run to breakdown means you don't repair anything until the item is completely broken. Condition-based maintenance is when maintenance is scheduled when it is required, usually to a schedule. Reactive is when maintenance is conducted when something breaks. See p.103.

NEW QUESTION # 24

In which industry would scheduling, health and safety and quality control be key focuses of operations processes?

- A. construction
- B. finance
- C. retail
- D. agriculture

Answer: A

Explanation:

The correct response is Construction. Out of those listed, it is the one most concerned with Health and Safety. This is from p.64

NEW QUESTION # 25

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

Answer: D

Explanation:

The correct answers are as follows:

□

NEW QUESTION # 26

Which of the following are performance objectives which can be applied to the Operations department at any organisation? Select THREE

- A. quality

- B. flexibility
- C. cost reduction
- D. innovation
- E. dependability

Answer: A,B,E

Explanation:

Dependability, quality and flexibility are universal performance criteria which can be applied to any organisation. This is taken from p.4 of the study guide where it talks about the 5 performance criteria set out by Slack and Brandon-Jones. The other two universal criteria are speed and cost. Cost reduction isn't universal- not every organisation will be concerned with reducing costs. The same with innovation- not every company needs to innovate. For example if you're a zip manufacturer who sells zips to the clothing industry- there is no need to innovate as your product will always be the same.

NEW QUESTION # 27

What is the main purpose of Six-Sigma?

- A. to break even
- B. eliminate variation
- C. reduce waste
- D. customer satisfaction

Answer: B

Explanation:

The primary purpose of six-sigma is to eliminate variation. It's a form of quality control used a lot in manufacturing. See p.136

NEW QUESTION # 28

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