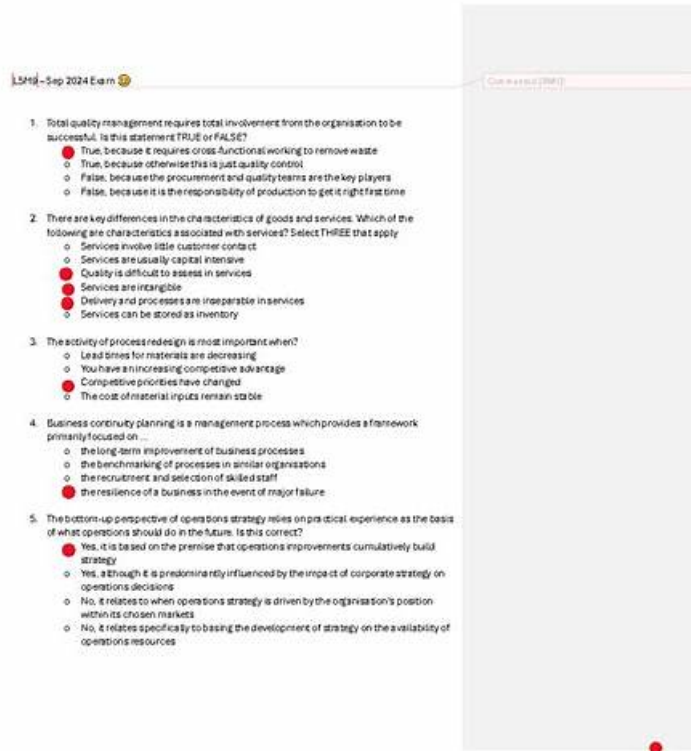


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CIPS Operations Management Sample Questions (Q22-Q27):

NEW QUESTION # 22

In order to keep processing costs down, which of the following should a company opt for in terms of operating processes?

- A. high volume, low variety
- B. low variation, high visibility
- C. high variation, low visibility
- D. low volume, high variety

Answer: A

Explanation:

2 is the correct response. This is the only response where both characteristics given keeps costs down. High volume means a lower unit cost and higher profits. Low variety keeps costs down as you don't need to produce many different products. In the other three options high variety, high variation and high visibility all lead to increased costs. P. 50

NEW QUESTION # 23

When quality is used as a foundation to build improvements in other areas such as dependability, what is this theory known as?

- A. bridge theory
- B. brick-laying theory
- C. sand cone theory
- D. wave theory

Answer: C

Explanation:

This is the Sand Cone Theory from p.84. The other options are not real. The Sand Cone theory is about building a strong base, and then building something up one bit at a time, i.e. once you've got quality you then add in dependability, then you add in cost etc.

NEW QUESTION # 24

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 3?

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

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 25

There are four manufacturing companies located on Seashell Industrial Estate. Each company creates a different product and employs a different maintenance approach to its operations. For each company, select the corresponding maintenance approach and the key operating process characteristic.

Company 1: This company creates craft beer and offers customers a tour of the brewery for a small charge. The brewing equipment

is serviced monthly and the brewery is kept extremely clean. All equipment is labelled with the last service date.

Company 2: This company produces seasonal items such as Easter Eggs and Christmas Cake. The equipment has a control panel where lights will flash red advising staff to check oil levels and components. Staff can then report issues to the maintenance team if remedial work is required. Product demand fluctuates throughout the year.

Company 3: This equipment does not often break down and is only fixed when it is reported by staff as no longer working.

Company 3 creates toys, providing a large range of product sizes and colours based on different customer requirements.

Company 4: Parts of the machine are serviced quarterly but in general, the machine is left to run its course and is then replaced when it is no longer financially viable to fix. The company produces cereal and the operating process is focused on the quantity produced and therefore uses standardised processes.

Complete the table below by listing the maintenance approach and operating process characteristic for each company. Each response should only be used once: preventative maintenance, run to breakdown maintenance, condition-based maintenance, mixed maintenance, volume, visibility, variation, variety

Which of the following will you put into box 2?

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

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 26

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

Answer: B

Explanation:

The correct answers are as follows:

NEW QUESTION # 27

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