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CIPS Operations Management Sample Questions (Q44-Q49):

NEW QUESTION # 44

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.

	Total Quality Management System	Balanced Scorecard Criteria
Company 1	1	5
Company 2	2	6
Company 3	3	7
Company 4	4	8

Which of the following will you put into box 5?

- A. customer criteria
- B. learning and growth criteria
- C. business process criteria
- D. finance criteria

Answer: D

Explanation:

The correct answers are as follows:

	Total Quality Management System P.107 LO 2.3	Balanced Scorecard Criteria P.80 LO 2.1
Company 1	1 Statistical Process Control Real-time data is collected and used to improve quality (p.109)	5 Finance Criteria Company is concerned with budgets and the bottom line.
Company 2	2 Kansei Engineering The focus is on the customers' 'feelings' which is the key to Kansei (p.114)	6 Customer Criteria They are improving products for their clients (aka customers)
Company 3	3 Quality Function Deployment QFD is about identifying customer requirements and translating this into specifications/ working practices (p.112)	7 Business Process Criteria The company is looking to see if their operational processes are effective
Company 4	4 Quality Circles A small group of employees has been gathered to solve problems (p.111)	8 Learning and Growth Criteria The objective is to address weaknesses and improve processes

NEW QUESTION # 45

The RATER methodology looks at the key dimensions to providing an effective service. Which of the following is not a dimension of this framework?

- A. assurance
- B. tangibles
- C. responsiveness
- D. empathy

Answer: C

Explanation:

Responsiveness is incorrect. The R in RATER stands for reliability. The full acronym is; reliability, assurance, tangibles, empathy, responsiveness. P.58

NEW QUESTION # 46

Spotted Elephant Ltd is a confectionary manufacturer whose operations department is headed by Brian. Brian is looking into Total Quality Management and ways of implementing this in the factory. He is considering the introduction of Total Productive Maintenance. What would this involve?

- A. business process re-engineering

- B. using a pull inventory system
- C. servicing the machinery more frequently
- D. introducing quality assurance processes for the confectionary items produced

Answer: C

Explanation:

2 is the correct answer. The Total Productive Maintenance approach is about ensuring machinery is always at full operating power. In order to do this, the machinery will need to be serviced more frequently. See p.109

NEW QUESTION # 47

Which of the following is not a key stakeholder in the implementation of Six-Sigma?

- A. suppliers
- B. customers
- C. processes
- D. employees

Answer: A

Explanation:

Suppliers are not a stakeholder for Six Sigma- the other three are- this is from p.136

NEW QUESTION # 48

Sunshine Ltd is a global manufacturer of confectionary with sales of products in over 30 different countries bringing in a revenue of over £5m. Due to different cultures and tastes, they produce similar products for each country market, but tweak the recipe slightly for each customer base. Which type of manufacturing process is used at Sunshine Ltd?

- A. mass production
- B. mass customisation
- C. make to order
- D. customisation

Answer: B

Explanation:

This is mass customisation as the items are produced both in large quantities and are customised for different client bases. See p.53 for more information on different production methods

NEW QUESTION # 49

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