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CIPS Operations Management Sample Questions (Q27-Q32):

NEW QUESTION # 27

Which of the following are basic performance objectives used for day-to-day operations and ensure staff are working towards tangible achievements? Select TWO

- A. quality
- B. cost
- C. operations agility
- D. customer satisfaction

Answer: A,B

Explanation:

The 5 BASIC performance objectives (according to CIPS) are cost, quality, flexibility, speed and dependability. Customer Satisfaction and Operations Agility are objectives at the strategic level. See p.75

NEW QUESTION # 28

What is the main purpose of Six-Sigma?

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

Answer: C

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 # 29

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 6?

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

Answer: C

Explanation:

The correct answers are as follows:

□

NEW QUESTION # 30

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

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

Answer: C

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 # 31

A company should aim to achieve all its performance objectives at the same time to ensure success. Is this TRUE?

- A. no- companies should select which objectives should take precedent over others depending on the focus of the organisation at that time
- B. yes- a company should focus on all criteria at each stage of the product lifecycle
- C. no- companies should set performance criteria each month and this may change depending on market conditions
- D. yes- focusing on all objectives simultaneously is the only way to achieve a higher profit and market share

Answer: A

Explanation:

4 is the correct answer. This is taken from the part of the study guide called 'Performance Objective Trade Offs' on p.41. It says that 'trying to achieve all objectives simultaneously will only lead to confusion and failure'. Personally I think that's a bit melo-dramatic for a study guide but the premise is right- depending on how sales are going, what your competitors are doing and other market factors, objectives may change and you'll need to prioritise some over others. Trying to do too much at the same time is never a good idea. Option 3 is incorrect because you shouldn't set objectives monthly that's too frequent- you won't have chance to meet the objectives before they change again.

NEW QUESTION # 32

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