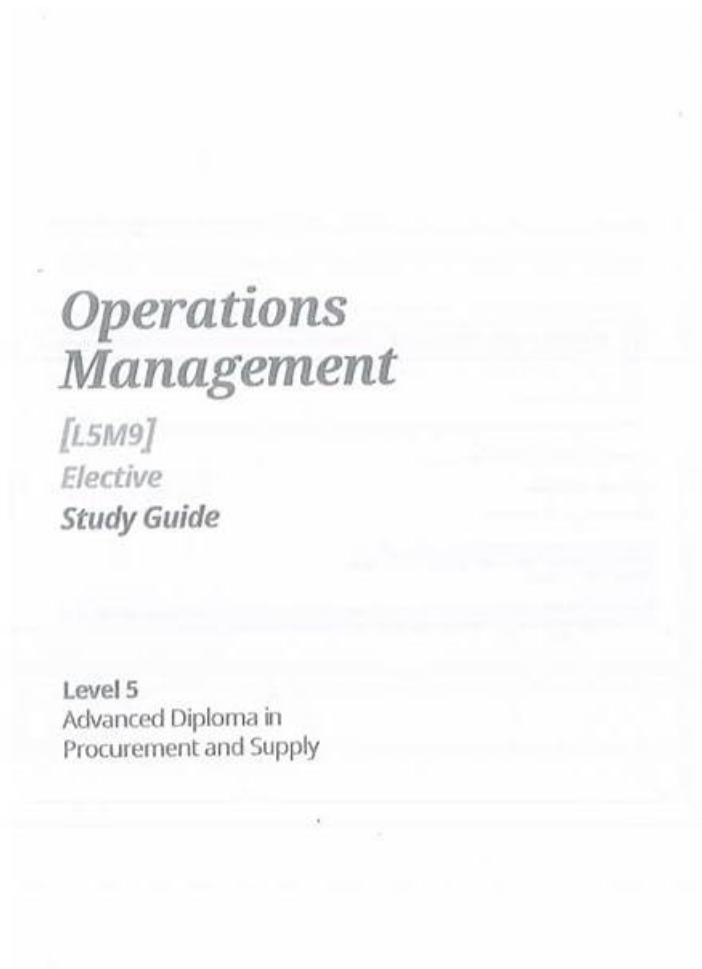


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CIPS Operations Management Sample Questions (Q19-Q24):

NEW QUESTION # 19

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

Answer: A

Explanation:

The correct answers are as follows:

NEW QUESTION # 20

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

Answer: C

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 # 21

Total Productive Maintenance and Just in Time are examples of Total Quality Management (TQM). Is this correct?

- A. yes- other examples include business process re-engineering
- B. no- TQM includes Kansai engineering
- C. no- TQM includes quality circles and quality function deployment
- D. yes- other examples include statistical process control

Answer: D

Explanation:

The correct answer is 2. Firstly the statement is true TPM and JIT are examples of TQM- so discount options 3 and 4. Between 1

and 2 - 1 is incorrect as BPR is not a form of TQM but statistical process control is. This is from p.107. There are 6 types of TQM- do learn these all for the exam- it's known to come up frequently in the exam.

NEW QUESTION # 22

In what circumstances would an organisation use a Fishbone diagram?

- A. to visually represent links between activities
- B. to depict changes in quality
- C. to demonstrate a pattern has occurred
- D. to find the cause of an issue

Answer: D

Explanation:

A fishbone diagram is used to map causes and effects. Therefore option 2 is correct. It's also known as a 'Cause and Effect Diagram' or an 'Ishikawa Diagram'. You can find an example of one on p.129

NEW QUESTION # 23

The goal of Operations Management is to create processes which ensure the three Es: Efficiency, Effectiveness and Efficacy. What is meant by Efficacy?

- A. the process produces as little waste as possible
- B. the process is cost-effective
- C. the process is optimised
- D. the process meets the intended purpose

Answer: D

Explanation:

1 is correct, Efficacy means the process meets its intended purpose (i.e. that it produces the intended result/ effect). This is from p.3 of the study guide.

NEW QUESTION # 24

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