CIPS L5M9 Dumps

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Question 1

Question Type: MultipleChoice

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.

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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.

Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 8?

Options:

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

Answer:

C

Explanation:

The learning-and-growth perspective measures employee skills, organisational knowledge, innovation and capacity for future improvement. Company 4's Quality Circle strengthens teamwork, problem-solving competence and employee engagement as staff investigate recurring manufacturing issues. Indicators may include training, employee suggestions and implemented improvements. Better processes and financial outcomes may follow, but the case highlights the human capability that enables those gains. Customer, finance and process perspectives describe different dimensions of the Balanced Scorecard. Management should use the measure for a defined decision, confirm that its data are trustworthy and interpret the result in context. Measures can be misleading when their definitions, time periods or comparison groups differ. A balanced assessment combines outcomes with the process drivers that explain those results. The appropriate selection is learning and growth criteria. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Consistent measurement and periodic review are necessary to distinguish a sustained improvement from a temporary or misleading change.

Study Guide Reference: CIPS L5M9 -- Analyse tools for improving performance in operations management; the uploaded question bank cites study-guide page(s) 80.

Question 2

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Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 7?

Options:

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

Answer:

B

Explanation:

The internal business-process perspective evaluates how well activities create customer value. Company 3 converts requirements into specifications and effective manufacturing processes, which can be monitored using cycle time, first-pass yield, defects and conformance. QFD helps translate the voice of the customer into process characteristics. Customer needs are the input, but the focus is on engineering and managing the processes that meet those needs. Financial and learning measures describe other outcomes and enablers. Effective application requires a clear baseline and a mechanism for testing whether action improved performance. Managers should distinguish leading indicators from final outcomes and avoid drawing causal conclusions from simple association. The strongest tools connect evidence, decisions and sustained operational controls. The appropriate selection is business process criteria. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Consistent measurement and periodic review are necessary to distinguish a sustained improvement from a temporary or misleading change.

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Question 3

Question Type: MultipleChoice

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Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 6?

Options:

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

Answer:

D

Explanation:

The customer perspective evaluates satisfaction, loyalty, retention and perceived value. Company 2 surveys customer feelings about appearance and performance, then adjusts design to meet those expectations. These are customer-centred goals, even when engineering teams perform the work. Kansei Engineering connects emotional preferences with product characteristics. Financial measures concern monetary outcomes, process measures examine execution and learning measures assess organisational capabilities. Customer preference and perceived product quality make the customer perspective the most appropriate category. A performance tool is valuable when it changes the quality of management decisions. Appropriate targets, reliable data capture and consistent interpretation are essential. Improvement proposals should be evaluated for their effect on customers, operational capability and cost rather than selected merely because a single indicator improves. The appropriate selection is customer criteria. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Consistent measurement and periodic review are necessary to distinguish a sustained improvement from a temporary or misleading change.

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Question 4

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Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 5?

Options:

A- finance criteria

B- business process criteria
C- learning and growth criteria
D- customer criteria

Answer:

A

Explanation:

The financial Balanced Scorecard perspective examines costs, profitability, cash flow and returns. Company 1 highlights restricted budgets and the direct effect of scrap or rework on earnings. Statistical monitoring can protect financial results by reducing cost of poor quality. Defect rates themselves are process measures, but the scenario asks which scorecard criterion the concern about the bottom line represents. Customer metrics track perceptions, learning metrics track capability and process metrics track execution; the explicit focus is finance. Management should use the measure for a defined decision, confirm that its data are trustworthy and interpret the result in context. Measures can be misleading when their definitions, time periods or comparison groups differ. A balanced assessment combines outcomes with the process drivers that explain those results. The appropriate selection is finance criteria. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Consistent measurement and periodic review are necessary to distinguish a sustained improvement from a temporary or misleading change.

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Question 5

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Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 4?

Options:

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

Answer:

A

Explanation:

Company 4's six employees meet routinely to identify and solve manufacturing problems, defining a Quality Circle. This employee-involvement practice draws on firsthand knowledge of equipment, methods and waste. Teams may use Pareto charts, Fishbone analysis and follow-up data to test improvement ideas. Leadership must give circles time and authority to propose changes. Statistical Process Control is a measurement method, Kansei assesses emotional product impressions and QFD translates customer needs; none is defined by a small recurring problem-solving group. Quality improvement becomes sustainable when management allocates responsibility, maintains data and acts on identified causes. Employee knowledge and clear standards help establish repeatable outcomes. The resulting reduction in failure, waste and dissatisfaction can improve both operational efficiency and long-term competitive performance. The appropriate selection is quality circle. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Management commitment and employee competence are necessary to translate the quality approach into stable everyday operating practices.

Study Guide Reference: CIPS L5M9 -- Evaluate the role of total quality management in operations management; the uploaded question bank cites study-guide page(s) 80, 111.

Question 6

Question Type: MultipleChoice

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.

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Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 3?

Options:

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

Answer:

D

Explanation:

Company 3 identifies customer requirements and converts them into technical specifications and operating processes. Quality Function Deployment performs this translation through structured matrices such as the House of Quality. Teams prioritise customer needs and determine measurable product and manufacturing characteristics that satisfy them. For an appliance, a desire for quiet operation might become a decibel target. SPC monitors variation, Kansei concentrates on emotional responses and Quality Circles coordinate employee problem-solving, so QFD is the relevant method. A successful quality programme coordinates design, suppliers, operations and customer feedback. Preventing defects generally provides greater value than discovering them after production, although verification remains essential. Improvement must therefore link preventive controls, capable employees and meaningful measures of customer-defined quality. The appropriate selection is quality function deployment. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Management commitment and employee competence are necessary to translate the quality approach into stable everyday operating practices.

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Question 7

Question Type: MultipleChoice

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Process Criteria, Learning and Growth Criteria, Customer Criteria.

Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 2?

Options:

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

Answer:

C

Explanation:

Company 2 studies how customers feel about its products and changes appearance and

performance to match emotional expectations. Kansei Engineering systematically relates sensory perceptions---such as comfort, elegance or excitement---to design properties including shape, colour and material. Its methods can include interviews, surveys and semantic differential ratings. SPC addresses process stability, QFD broadly translates requirements into specifications and Quality Circles resolve workplace problems. The explicit analysis of feelings points to Kansei. The method should be embedded in an organisation-wide quality system rather than treated as an isolated inspection activity. Customer requirements, employee participation, competent processes and continual improvement reinforce one another. Managers should use objective evidence to establish whether quality gains persist and provide value to customers. The appropriate selection is kansei engineering. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Management commitment and employee competence are necessary to translate the quality approach into stable everyday operating practices.

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Question 8

Question Type: MultipleChoice

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Company

TQM technique

Balanced Scorecard perspective

Company 1

Box 1

Box 5

Company 2

Box 2

Box 6

Company 3

Box 3

Box 7

Company 4

Box 4

Box 8

Which of the following will you put into box 1?

Options:

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

Answer:

B

Explanation:

Company 1 gathers real-time manufacturing data to monitor quality and reduce rework costs. Statistical Process Control uses measured process behaviour and control charts to distinguish natural variation from signals of unusual causes. It can identify deterioration before large volumes of faulty output are produced. A Quality Circle is a staff problem-solving group, Kansei focuses on customer emotions and QFD translates customer requirements to engineering

specifications. SPC is therefore the data-driven technique specified by the scenario. Quality improvement becomes sustainable when management allocates responsibility, maintains data and acts on identified causes. Employee knowledge and clear standards help establish repeatable outcomes. The resulting reduction in failure, waste and dissatisfaction can improve both operational efficiency and long-term competitive performance. The appropriate selection is statistical process control. This follows from the distinction between the concept described and the alternative activities or measures in the answer choices. Management commitment and employee competence are necessary to translate the quality approach into stable everyday operating practices.

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