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## CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q25-Q30):

### NEW QUESTION # 25

Which of the following relationship styles is the least collaborative?

- A. Outsourced
- B. Transactional

- C. Arm's-length
- D. Strategic alliance

**Answer: C**

Explanation:

On the relationship spectrum, arm's-length is a low-collaboration style (only adversarial is lower), characterised by limited information sharing and short-term focus. Short cited term: "relationship spectrum..."

arm's-length (low collaboration)" (L5M7 Study Guide, p.80).

Reference: CIPS L5M7 Study Guide, p.80.

#### **NEW QUESTION # 26**

In a supply chain, can a downstream supplier influence all aspects of quality including customer perception?

- A. Yes - downstream suppliers have the most power in the chain
- B. No - customer perception is influenced by other functions such as marketing
- C. Yes - customer perception is derived from the supplier's inputs and specification
- D. No - a downstream supplier has no control over quality at all

**Answer: B**

Explanation:

A downstream supplier influences most aspects of quality but not customer perception, which is shaped by marketing and brand functions.

Short cited term: "except customer perception, influenced by marketing" (L5M7 Study Guide, p. 30).

Reference: CIPS L5M7 Study Guide, p. 30.

#### **NEW QUESTION # 27**

Just-in-Time (JIT) manufacturing is a form of which organisational strategy?

- A. Business Process Re-engineering
- B. Lean
- C. Cost Leadership
- D. Differentiation

**Answer: B**

Explanation:

JIT is a lean technique to minimise inventory and produce "only what is needed, when needed," thereby removing waste from processes. Short cited phrase: "only when needed" (L5M7 Study Guide, p.111).

Reference: CIPS L5M7 Study Guide, p.111.

#### **NEW QUESTION # 28**

Which type of relationship seeks greater commitment and preferential treatment through exclusivity?

- A. Single-sourcing
- B. Outsourcing
- C. Adversarial
- D. Partnership

**Answer: A**

Explanation:

Single-sourcing builds exclusive, strategic relationships with one supplier to secure priority service and joint improvement opportunities.

Short cited extract: "Single-sourcing - exclusivity to gain stronger commitment and collaboration." (L5M7 Study Guide, p. 81)

Reference: CIPS L5M7 Study Guide, p. 81.

## NEW QUESTION # 29

Deborah discovers her company uses a multi-sourcing strategy. Which could be a reason for this?

- A. It shows loyalty to the supplier
- B. It ensures prices are low
- **C. It maintains competition between suppliers**
- D. It provides flexibility to suppliers

**Answer: C**

Explanation:

Multi-sourcing maintains competition and reduces dependency, promoting better pricing and performance from suppliers.

Short cited extract: "Multi-sourcing maintains competitive tension between suppliers." (L5M7 Study Guide, p. 70) Reference: CIPS L5M7 Study Guide, p. 70.

## NEW QUESTION # 30

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