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NEW QUESTION 53

According to Porter's value chain, which of the following activities is categorised as support activity?

- A. Storage of raw materials
- B. Supervising the production line
- C. Product warranties and special services
- D. Develop digital SRM technology to manage suppliers better
- E. Distribution of products from factory to retailer

Answer: D

Explanation:

Primary activities consist of inbound logistics, operations, outbound logistics, sales & marketing, service.

Second activities consist of firm infrastructure, human resource management, technology development and procurement

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CIPS Defining Business Needs Sample Questions (Q293-Q298):

NEW QUESTION # 293

Which of the following factors would mean a buyer had high bargaining power in a competitive market?
Select TWO that apply.

- A. Buyers are procuring a low volume of products
- B. High switching costs for the buyer
- C. Products are highly differentiated
- **D. Buyers are demanding large volumes**
- **E. Many substitute products are available**

Answer: D,E

NEW QUESTION # 294

Warwickshire Ambulance Service (WAS) is an NHS Trust. It operates throughout Warwickshire and the neighbouring areas. It has three core areas of activity, namely the provision of Emergency Ambulance Services, routine Patient Transport Services, and Logistic Medical Services. The agency is working towards higher service level through benchmarking. Which of the following is the benefit of benchmarking to WAS?

- A. It will help WAS analyse the competitors in the industry
- B. Benchmarking is a panacea for all WAS's problems
- **C. It will help WAS create performance standards derived from an analysis of the best in business**
- D. It helps WAS identify better ways to deliver service through a cookbook process

Answer: C

Explanation:

Benchmarking is 'the pursuit by organisations of enhanced performance by learning from the successful practices of others.

Benchmarking is a continuous activity; key internal processes are adjusted, performance is monitored, new comparisons are made with the current best performers and further changes are explored.

Where information about these key processes is obtained through a co-operative partnership with specific organisations (rather than via a third party such as an independently-maintained database), there is an expectation of mutual benefit over a period of time.

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- establish customer expectations of business standards set by the best suppliers in industry.
- help your organization achieve breakthrough improvements.
- create a sense of urgency for change.
- increase customer satisfaction.
- become direction setting.
- provide a positive, proactive, structured process.



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The Department of the Navy Benchmarking Handbook: A Systems View

Reference:

- The Department of Navy Benchmarking Handbook: A system view
 - CIPS study guide page 49-51
- LO 1, AC 1.3

NEW QUESTION # 295

Which of the following are typical benefits of through-life asset management to buying organisation? Select the TWO that apply.

- A. Shorter specifications
- B. Lower risks as there are many suppliers accountable for costs and service over the life of the asset
- C. Lower total cost of ownership
- D. Better capability of supplier over time
- E. Greater supplier's bargaining power

Answer: C,D

Explanation:

According to Andrew Graves, "Through-life Management involves the life-cycle management of the products, services and activities required to deliver a fully integrated capability to the customer, while reducing the cost of ownership for the customer." Benefits of through-life asset management can be:

- Lower total life-cycle costs
- Better match between the asset and end-user's needs
- Better supplier capabilities over time because it gains experience of buying organisation's needs.

Reference:

LO 3, AC 3.2

NEW QUESTION # 296

Which of the following standards specifies requirements for a quality management system?

- A. ISO 27001
- B. ISO 14001:2015

- C. ISO 9001:2015
- D. ISO 22000:2018

Answer: C

Explanation:

ISO 9001:2015 specifies requirements for a quality management system.

ISO 14001:2015 specifies the requirements for an environmental management system that an organization can use to enhance its environmental performance. ISO 14001:2015 is intended for use by an organization seeking to manage its environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability.

ISO 22000:2018 specifies food safety management systems - Requirements for any organization in the food chain ISO 27001 provides requirements for an information security management system.

LO 3, AC 3.1

NEW QUESTION # 297

Which of the following are the causes of material cost variance?

1. The buyer updates purchase-to-pay system to track payment and delivery
2. An unprocessed goods received note is missing
3. The employees must work overtime to catch up with the customers' orders
4. The purchase is made in emergency

- A. 1 and 3 only
- B. 2 and 4 only
- C. 1 and 4 only
- D. 2 and 3 only

Answer: B

Explanation:

The difference between the standard cost of direct materials specified for production and the actual cost of direct materials used in production is known as Direct Material Cost Variance. Material Cost Variance gives an idea of how much more or less cost has been incurred when compared with the standard cost. Thus, Variance Analysis is an important tool to keep a tab on the deviations from the standard set by a company.

Material Cost Variance can be due to less purchase price being paid than the standard or because of change in the quantity of material used. Thus, Material Cost Variance is made up of two components namely; Material Price Variance and Material Usage Variance.

Among the 4 options:

- 'The buyer updates purchase-to-pay system to track payment and delivery': The use of e-procurement system can increase the productivity and create labour cost variance, not material cost variance.
- 'An unprocessed goods received note is missing': If a goods received note is missing, the buyer won't pay for that batch, which create quantity variance.
- 'The employees must work overtime to catch up with the customers' orders': Overtime salary can cause labour variance, not material cost variance.
- 'The purchase is made in emergency': Normally, the price in emergency situation is higher than usual. This can cause price variance.

Reference:

- CIPS study guide page 57-59
- Material Variance | Cost, Price, Usage Variance Formula, Example - eFM (efinancemanagement.com) LO 1, AC 1.4

NEW QUESTION # 298

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