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## APICS Certified in Planning and Inventory Management (CPIM 8.0) Sample Questions (Q509-Q514):

### NEW QUESTION # 509

Which of the following actions best supports a company's strategic focus on delivery speed to improve competitive advantage?

- A. Maintaining high-capacity utilization
- B. Implementing rapid process improvements
- C. Developing flexible operations
- D. Cross-training workers

**Answer: C**

Explanation:

Developing flexible operations best supports a company's strategic focus on delivery speed to improve competitive advantage.

Delivery speed is the time it takes for a company to deliver its products or services to the customers after receiving an order.

Delivery speed is a key factor in customer satisfaction, retention, and loyalty, as well as a source of differentiation and value creation

in the market. Developing flexible operations means having the ability to adapt to changes in demand, supply, technology, and environment, and to respond quickly and efficiently to customer needs and expectations. Flexible operations can improve delivery speed by reducing lead times, increasing responsiveness, enhancing quality, and minimizing costs.

References: 1 The Shipper's Competitive Advantage of Delivery Speed to Market 4 2 Operations Strategy, 4th ed., 2015, Slack, N., Lewis, M., ISBN: 978-0273776208 3 CPIM Exam References - Association for Supply Chain Management 1

### NEW QUESTION # 510

A manufacturer has a forecasted annual demand of 1,000,000 units for a new product. They have to choose 1 of 4 new pieces of equipment to produce this product. Assume that revenue will be \$10 per unit for all 4 options.

Which machine will maximize their profit if the manufacturer anticipates market demand will be steady for 3 years and there is no residual value for any of the equipment choices?

Machine Fixed Cost Variable Cost per Unit Annual Capacity

A \$100,000 \$6.00 800,000 units

B \$200,000 \$5.50 1,000,000 units

C \$250,000 \$5.00 1,200,000 units

D \$1,000,000 \$4.50 1,400,000 units

- A. Machine D
- B. Machine A
- C. Machine B
- **D. Machine C**

**Answer: D**

Explanation:

To maximize profit, the manufacturer should choose the machine that has the lowest total cost per unit of demand. The total cost per unit of demand is calculated by adding the fixed cost per unit of demand and the variable cost per unit. The fixed cost per unit of demand is obtained by dividing the fixed cost by the annual demand. The variable cost per unit is given in the table. The total cost per unit of demand for each machine is:

Machine A:  $1,000,000 / 100,000 + 6.00 = 6.10$

Machine B:  $1,000,000 / 200,000 + 5.50 = 5.70$

Machine C:  $1,000,000 / 250,000 + 5.00 = 5.25$

Machine D:  $1,000,000 / 1,000,000 + 4.50 = 5.50$

The lowest total cost per unit of demand is for Machine C, which is \$5.25. Therefore, Machine C will maximize the profit for the manufacturer.

References:

Some possible references for this question are:

CPIM Part 1 Exam Content Manual, Version 8.0, Domain 3: Plan and Manage Supply, Section A: Plan and Manage Supply Chain Capacity, Topic 2: Capacity Planning Concepts, Subtopic b: Capacity planning methods, Page 30 CPIM Part 1 Learning System, Version 8.0, Module 3: Plan and Manage Supply, Section 3.2: Capacity Planning Concepts, Topic 3.2.2: Capacity Planning Methods, Subtopic 3.2.2.2: Cost-Volume Analysis, Pages 3-24 to 3-26

CPIM Part 1 Study Guide, Version 8.0, Module 3: Plan and Manage Supply, Section 3.2: Capacity Planning Concepts, Topic 3.2.2: Capacity Planning Methods, Subtopic 3.2.2.2: Cost-Volume Analysis, Pages 3-24 to 3-26

### NEW QUESTION # 511

Price negotiation is most appropriate when purchasing which of the following product categories?

- A. Made-to-order (MTO) items
- **B. Commodities**
- C. Standard products
- D. Items of small value

**Answer: B**

Explanation:

Price negotiation is most appropriate when purchasing commodities. Commodities are products or materials that are standardized,

widely available, and have low differentiation. Examples of commodities include metals, grains, oil, gas, etc. Price negotiation is a process of bargaining with the supplier to obtain the best possible price for the purchase. Price negotiation is suitable for commodities because they have high price volatility, meaning that their prices fluctuate frequently and unpredictably due to changes in supply and demand, market conditions, and other factors. Price negotiation can help the buyer to take advantage of the price fluctuations and secure a lower price or a better contract term with the supplier. Price negotiation can also help the buyer to reduce the total cost of ownership, which includes not only the purchase price but also the costs of transportation, storage, quality, and risk.<sup>12</sup> References: 1 How to negotiate price: negotiation tips for salespeople 3 2 CPIM Exam References - Association for Supply Chain Management 1

#### NEW QUESTION # 512

In a rapidly changing business environment, a primary advantage of an effective customer relationship management (CRM) program is:

- A. fewer customer defections.
- **B. earlier identification of shifts in customer preferences.**
- C. fewer customer order changes.
- D. reduced forecast variability.

**Answer: B**

Explanation:

In a rapidly changing business environment, a primary advantage of an effective customer relationship management (CRM) program is earlier identification of shifts in customer preferences. CRM is a strategy that focuses on building and maintaining long-term relationships with customers by understanding their needs, preferences, and behaviors. CRM enables organizations to anticipate and respond to changes in customer demand, improve customer satisfaction and loyalty, and increase profitability and competitiveness. CRM also helps organizations to segment and target customers based on their value and potential, and to customize products and services accordingly. CRM involves the use of various tools and techniques, such as data collection and analysis, communication channels, feedback mechanisms, and loyalty programs. Reference:

Managing Supply Chain Operations, Chapter 4: Customer Relationship Management, Section 4.1: Introduction to Customer Relationship Management CPIM Exam Content Manual, Module 1: Supply Chains and Strategy, Section 1.2: Customer Relationship Management, Subsection 1.2.1: Customer Relationship Management Concepts

#### NEW QUESTION # 513

Which security concept states that a subject (user, application, or asset) be given only the access needed to complete a task?

- A. Need to know
- B. Discretionary Access Control (DAC)
- C. Role-Based Access Control (RBAC)
- **D. Principle of least privilege**

**Answer: D**

#### NEW QUESTION # 514

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