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CIPS L6M3 Exam Syllabus Topics:

Topic	Details

Topic 1	• Understand and apply methods to measure, improve and optimise supply chain performance: This section of the exam measures the skills of Logistics Directors and focuses on tools and methods to evaluate and enhance supply chain performance. It emphasizes the link between supply chain operations and corporate success, with particular attention to value creation, reporting, and demand alignment. The section also assesses the use of KPIs, benchmarking, technology, and systems integration for measuring and optimizing supply chain performance. Candidates are required to understand models for network optimization, risk management, and collaboration methods such as CPFR and BPR. It concludes with assessing tools that achieve strategic fit between supply chain design and business strategy, as well as identifying challenges like globalization, technological changes, and sustainability pressures in maintaining long-term alignment.
Topic 2	• Understand and apply techniques to achieve effective strategic supply chain management: This section of the exam measures the skills of Procurement Specialists and covers collaborative and data-driven methods for managing supply chains. It explores the evolution from transactional approaches to collaborative frameworks like PADI and the use of shared services. Candidates are tested on stakeholder communication, resource planning, and managing change effectively. The section also includes performance measurement through KPIs, balanced scorecards, and surveys, as well as methods for developing skills, knowledge management, and continuous improvement within supply chain teams and supplier networks.
Topic 3	• Understand and apply supply chain design tools and techniques. This section of the exam measures the skills of Operations Analysts and focuses on using supply chain design principles to achieve efficiency and responsiveness. It includes segmentation of customers and suppliers, management of product and service mixes, and tiered supply chain strategies. The section assesses understanding of network design, value chains, logistics, and reverse logistics. Candidates are expected to evaluate distribution systems, physical network configuration, and transportation management while comparing lean and agile supply chain models to improve demand planning, forecasting, and responsiveness using technology.
Topic 4	• Understand how strategic supply chain management can support corporate business strategy: This section of the exam measures the skills of Supply Chain Managers and covers how strategic supply chain management aligns with corporate and business strategies. It examines the relationship between supply chain operations and corporate objectives, focusing on how supply chain decisions affect profitability, performance, and risk. Candidates are also evaluated on their ability to create competitive advantages through cost efficiency, outsourcing, and global sourcing strategies while assessing how changes in markets, technologies, and global conditions impact supply chain performance and sustainability.

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CIPS Global Strategic Supply Chain Management Sample Questions (Q26-Q31):

NEW QUESTION # 26
XYZ is a farm that grows 6 different crops on 200 acres of land and employs 32 full-time staff. Discuss KPIs that the manager of XYZ Farm could use and the characteristics of successful performance measures.

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:

In the agricultural sector,Key Performance Indicators (KPIs)are essential tools that enable farm managers to measure, monitor, and manage performanceeffectively.
For XYZ Farm - which grows six crops across 200 acres and employs 32 staff - KPIs provide data-driven insights intoproductivity, efficiency, sustainability, and profitability.
Well-designed KPIs help the manager make informed decisions, allocate resources effectively, and achieve both short-term operational targets and long-term strategic goals.
1. The Purpose of KPIs in Farm Management
KPIs enable the farm manager to:
* Monitor performance in critical areas such as yield, quality, labour, and cost.
* Identify trends and problem areas early.
* Benchmark against industry standards or past performance.
* Improve efficiency and sustainability.
* Support evidence-based decision-making for resource planning, crop management, and investment.
2. Key Performance Indicators for XYZ Farm
Given the farm's operations, KPIs can be categorised intofive main areas: productivity, financial performance, operational efficiency, sustainability, and people management.
(i) Crop Yield per Acre
Definition:
Measures the amount of crop produced per acre of land, usually expressed in tonnes or kilograms.
Purpose:
* Indicates land productivity and the effectiveness of crop management practices.
* Helps identify high- and low-performing crops or fields.
Example KPI:
"Average wheat yield per acre = 4.2 tonnes (target 4.5 tonnes)."
Decision Impact:
If yields fall below target, the manager can investigate causes such as soil quality, irrigation, or pest control.
(ii) Cost of Production per Crop
Definition:
Measures the total cost incurred in producing each crop, including labour, seed, fertiliser, equipment, and overheads.
Purpose:
* Identifies the profitability of each crop type.
* Supports budgeting and pricing decisions.
Example KPI:
"Cost per tonne of corn produced = £180 (target £160)."
Decision Impact:
Helps determine whether to increase efficiency, renegotiate supplier contracts, or change crop selection next season.
(iii) Labour Productivity
Definition:
Assesses the output or yield achieved per labour hour or per employee.
Purpose:
* Evaluates workforce efficiency and utilisation.
* Identifies training needs or opportunities for automation.
Example KPI:
"Output per labour hour = 25kg harvested (target 30kg)."
Decision Impact:
Low productivity may signal the need for mechanisation or revised shift scheduling.
(iv) Equipment and Machinery Utilisation Rate
Definition:
Measures how effectively machinery (tractors, harvesters, irrigation systems) is used relative to its available time.
Purpose:
* Helps manage asset utilisation and maintenance.
* Avoids overuse or underuse of costly equipment.
Example KPI:
"Tractor utilisation = 75% of available hours (target 80%)."
Decision Impact:
Supports investment and maintenance planning, ensuring optimal use of farm assets.
(v) Water and Resource Efficiency
Definition:
Tracks water usage and input efficiency per acre or per crop.
Purpose:
* Promotes sustainable resource use.

* Reduces waste and environmental impact.
Example KPI:
"Water used per tonne of tomatoes = 500 litres (target 450 litres)."
Decision Impact:
Helps the farm adopt improved irrigation systems or more drought-resistant crops.
(vi) Profit Margin per Crop or per Acre
Definition:
Calculates profit earned on each crop after deducting production and overhead costs.
Purpose:
* Identifies the most profitable crops and supports crop rotation planning.
* Links operational efficiency to financial outcomes.
Example KPI:
"Profit per acre of potatoes = £2,100 (target £2,400)."
Decision Impact:
Supports financial decision-making and strategic investment in high-margin crops.
(vii) Customer Satisfaction and Delivery Reliability (for Direct Sales Farms) Definition:
Measures the farm's ability to meet delivery commitments and customer expectations, especially if it supplies retailers or wholesalers.
Purpose:
* Maintains strong buyer relationships.
* Enhances reputation and repeat business.
Example KPI:
"Orders delivered on time and in full (OTIF) = 95% (target 98%)."
(viii) Environmental and Sustainability Metrics
Definition:
Evaluates the farm's impact on the environment, including carbon emissions, fertiliser use, and waste management.
Purpose:
* Aligns with environmental regulations and sustainable farming practices.
* Enhances brand reputation and access to eco-certifications.
Example KPI:
"Carbon footprint per tonne of produce = 0.8 tonnes CO# (target 0.7 tonnes)."
3. Characteristics of Successful Performance Measures (KPIs)
For KPIs to be meaningful and effective, they must exhibit certain key characteristics - often referred to by theSMARTprinciple.
(i) Specific
KPIs should focus on clearly defined goals.
Example: "Increase wheat yield by 10% this year" is more specific than "Improve yield." (ii) Measurable KPIs must be based on quantifiable data to track progress objectively.
Example: "Reduce water usage by 5% per acre."
(iii) Achievable
Targets should be realistic given the available resources, technology, and environmental conditions.
Unrealistic goals can demotivate employees.
(iv) Relevant
KPIs should align with the farm's strategic objectives - such as profitability, sustainability, or quality improvement.
Example: "Percentage of land under sustainable farming certification."
(v) Time-bound
Each KPI should have a defined timeframe for achievement.
Example: "Reduce fertiliser use by 8% within 12 months."
Additional Characteristics of Effective KPIs
Characteristic
Description
Aligned
Must support overall business strategy and operational goals.
Balanced
Should include financial and non-financial measures for holistic performance.
Actionable
Must guide managers to take corrective or proactive action.
Comparable
Should allow benchmarking against previous periods or industry standards.
Understandable
Easily interpreted by all stakeholders, including non-technical staff.
By ensuring these characteristics, KPIs become a reliable foundation for performance management and continuous improvement.
4. Strategic Importance of KPIs for XYZ Farm

Effective use of KPIs allows XYZ Farm to:
* Improve decision-makingthrough data-driven insights.
* Increase operational efficiencyby identifying inefficiencies and waste.
* Enhance profitabilitythrough better crop selection and cost control.
* Promote sustainabilitythrough resource efficiency and environmental monitoring.
* Motivate employeesby linking performance targets with rewards and accountability.
5. Summary
In summary,Key Performance Indicators (KPIs)are essential tools for monitoring and managing farm performance across productivity, cost, sustainability, and people management dimensions.
For XYZ Farm, relevant KPIs may includecrop yield per acre, cost per crop, labour productivity, machinery utilisation, and resource efficiency.
To be effective, these KPIs must beSMART, aligned with business objectives, and used consistently to drive improvement.
When designed and managed effectively, performance measures enable XYZ Farm to achievesustainable growth, operational excellence, and long-term profitabilityin a competitive and resource-sensitive agricultural environment.

NEW QUESTION # 27
How can supply chain data help ensure the matching of supply and demand?

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
In modern supply chain management,data plays a critical role in aligning supply with demandby providing visibility, accuracy, and predictive insights across the end-to-end value chain.
Matching supply and demand means ensuring thatthe right products are available in the right quantity, at the right time, and in the right place- without incurring excess costs or shortages.
By collecting, analysing, and sharing accurate supply chain data, organisations can anticipate market fluctuations, plan production and inventory more effectively, and improve responsiveness to customer needs.
1. The Role of Supply Chain Data in Matching Supply and Demand
Supply chain data refers to theinformation generated and exchanged throughout the supply chain, including:
* Sales and customer demand data,
* Supplier lead times,
* Inventory levels,
* Production capacity,
* Transportation and logistics performance, and
* Market and environmental factors.
When analysed effectively, this data supportsdemand forecasting, inventory optimisation, production planning, and collaboration- all of which are vital to balancing supply and demand.
2. Ways Supply Chain Data Ensures the Matching of Supply and Demand
Below arefour key waysthat data enables this alignment.
(i) Enhances Demand Forecasting and Planning
Description:
Supply chain data, particularly from sales and customer orders, allows organisations topredict future demand with greater accuracy.
By analysing historical sales trends, seasonal patterns, and market behaviour, companies can forecast demand and adjust production and procurement plans accordingly.
Example:
A toy manufacturer uses real-time sales data from retail partners to forecast increased demand for certain products during the Christmas season.
Impact:
* Reduces stockouts and lost sales.
* Minimises overproduction and excess inventory.
* Improves production scheduling and supplier coordination.
Data Sources:
Point-of-sale (POS) systems, customer relationship management (CRM) systems, and historical sales records.
(ii) Enables Real-Time Inventory and Production Visibility
Description:
Accurate, up-to-date inventory data across warehouses, factories, and retail outlets ensures that supply is visible and aligned with demand in real time.
This enables quick decision-making regarding replenishment, transfers, and production adjustments.

Example:
An MRP (Material Requirements Planning) system integrates supplier and production data to show available raw materials and finished goods, allowing production to match current demand.
Impact:
* Prevents both shortages and overstocking.
* Supports lean inventory management.
* Increases responsiveness to changes in customer orders.
Data Tools:
Enterprise Resource Planning (ERP) systems, Warehouse Management Systems (WMS), and Inventory Management dashboards.
(iii) Supports Collaboration Across the Supply Chain
Description:
When data is shared between supply chain partners - suppliers, manufacturers, logistics providers, and retailers - it fosterscollaborative planningand better synchronisation of activities.
This collaborative sharing is the foundation of models such asCollaborative Planning, Forecasting and Replenishment (CPFR), where supply and demand information is jointly analysed and used for coordinated decision-making.
Example:
A retailer shares weekly sales data with a supplier, enabling the supplier to plan production runs and deliveries more accurately to meet store demand.
Impact:
* Reduces the "bullwhip effect," where small demand changes at the customer level cause large fluctuations upstream.
* Improves supplier reliability and service levels.
* Builds stronger, trust-based supply chain relationships.
Data Tools:
Shared data portals, cloud-based supply chain visibility platforms, and EDI (Electronic Data Interchange).
(iv) Facilitates Predictive and Prescriptive Analytics
Description:
Advanced data analytics - including AI (Artificial Intelligence), Machine Learning (ML), and predictive algorithms - allow supply chains to anticipate future demand shifts and recommend optimal responses.
Example:
Predictive analytics can forecast an increase in toy demand due to social media trends, while prescriptive analytics recommends optimal production quantities and distribution plans.
Impact:
* Improves demand accuracy and responsiveness.
* Reduces waste and costs associated with reactive decision-making.
* Enhances strategic agility and competitiveness.
Data Tools:
Big Data Analytics platforms, IoT (Internet of Things) sensors, and cloud-based analytics dashboards.
3. Benefits of Using Supply Chain Data for Demand-Supply Alignment

Benefit Area	Description
Efficiency	Streamlines production and distribution to match actual demand.
Cost Reduction	Minimises waste, overproduction, and inventory carrying costs.
Customer Service	Improves order fulfilment accuracy and delivery reliability.
Agility	Enables rapid response to changes in demand or disruptions in supply.
Collaboration	Strengthens relationships and transparency across the supply chain.

By harnessing accurate data, organisations can move fromreactive to proactivesupply chain management, improving both operational and strategic outcomes.
4. Challenges in Using Data Effectively
Despite its benefits, using supply chain data to match supply and demand poses challenges such as:
* Data silosacross departments or systems.
* Poor data qualityor inconsistency.
* Lack of real-time visibilitydue to disconnected systems.
* Resistance to data sharingbetween supply chain partners.
To overcome these, organisations must invest indata integration technologies, implementdata governance frameworks, and promote acollaborative cultureof information sharing.
5. Summary

In summary,supply chain data is the foundation for balancing supply and demand, providing the visibility and insight needed for accurate forecasting, efficient inventory management, and agile decision- making.
Through effective use of data:
* Demand can beanticipatedthrough forecasting,
* Supply can beadjusted dynamicallybased on real-time visibility, and
* All stakeholders cancollaborateto ensure product availability and customer satisfaction.
By leveraging digital tools such as ERP, MRP, and predictive analytics, organisations like XYZ Ltd can transform their supply chains intodata-driven, demand-responsive networks, ensuring that supply and demand remain in perfect alignment.

NEW QUESTION # 28
Describe 4 internal and 4 external risks that can affect the supply chain. How should a supply chain manager deal with risks?

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
Supply chains operate within complex global networks and are exposed to a wide range of internal and external risks that can disrupt operations, increase costs, and damage reputation.
A strategic supply chain manager must identify, assess, and mitigate these risks proactively to ensure resilience and continuity.
1. Internal Risks
(i) Process Risk
This arises from inefficiencies or failures in internal processes such as production, quality control, or logistics.
Examples include machinery breakdowns, inaccurate demand forecasting, or delays in internal approvals.
Such risks can lead to stockouts, increased costs, and loss of customer trust.
Management approach:Apply process mapping, continuous improvement (Kaizen), and quality management systems (ISO 9001) to minimise process variability and strengthen internal controls.
(ii) Resource Risk
Internal resource shortages-such as lack of skilled labour, insufficient raw materials, or financial constraints-can affect production capacity.
Management approach:Build flexible workforce planning, maintain adequate working capital, and develop dual sourcing strategies to ensure material availability.
(iii) Information and Systems Risk
Failures in IT systems, cyber-attacks, data loss, or inaccurate information flows can paralyse decision-making and disrupt coordination with suppliers and customers.
Management approach:Invest in robust IT infrastructure, implement cybersecurity measures, and maintain real-time visibility through digital supply chain platforms.
(iv) Management and Governance Risk
Poor leadership, unclear accountability, or lack of cross-functional coordination can lead to strategic misalignment and poor risk responses.
Management approach:Strengthen governance frameworks, develop a risk-aware culture, and ensure alignment between corporate and supply chain objectives.
2. External Risks
(i) Supplier Risk
This occurs when suppliers fail to deliver goods on time, provide substandard quality, or experience financial or operational failure.
This can interrupt production and increase procurement costs.
Management approach:Conduct supplier audits, develop long-term partnerships, use supplier scorecards, and establish contingency suppliers to reduce dependency.
(ii) Political and Regulatory Risk
Changes in trade laws, tariffs, sanctions, or political instability in supplier countries can disrupt international supply chains.
Management approach:Diversify sourcing across multiple regions, monitor geopolitical developments, and ensure compliance with international trade regulations.
(iii) Environmental and Natural Disaster Risk
Events such as earthquakes, floods, pandemics, or extreme weather conditions can damage infrastructure and delay logistics.
Management approach:Develop business continuity and disaster recovery plans, maintain safety stock in strategic locations, and invest in supply chain visibility tools.
(iv) Market and Demand Risk
Volatility in customer demand, changes in consumer preferences, or competitor actions can result in excess inventory or lost sales.
Management approach:Use demand forecasting tools, scenario planning, and agile supply chain models to adapt quickly to market changes.

3. How a Supply Chain Manager Should Deal with Risks
A strategic supply chain manager must apply astructured risk management processto anticipate, evaluate, and mitigate risks effectively. The following steps are aligned with professional best practice:
* Risk Identification:Map the end-to-end supply chain to identify potential sources of risk-internal and external-across procurement, logistics, operations, and distribution. Tools such as risk registers and failure mode and effects analysis (FMEA) can be used.
* Risk Assessment and Prioritisation:Evaluate the likelihood and potential impact of each risk using qualitative and quantitative tools. A risk matrix or heat map helps prioritise critical risks that require immediate attention.
* Risk Mitigation and Control:Develop mitigation strategies such as dual sourcing, buffer stock, supplier diversification, or investment in digital monitoring. Risk-sharing mechanisms such as insurance or long-term contracts can also be applied.
* Monitoring and Review:Continuously monitor key risk indicators and reassess risks as markets and conditions change. Regular reviews ensure the risk management framework remains effective and aligned with corporate strategy.
* Building Supply Chain Resilience:Beyond risk avoidance, supply chain managers should focus on resilience-creating flexibility, transparency, and adaptability across the network to recover quickly from disruptions.
Summary
In summary, internal risks stem from factors within the organisation-such as process inefficiencies, information system failures, or management weaknesses-while external risks arise from suppliers, markets, politics, and the environment.
An effective supply chain manager manages these throughsystematic risk identification, assessment, mitigation, and continuous monitoring, ensuring the supply chain remains resilient, cost-effective, and aligned with the organisation's strategic objectives.

NEW QUESTION # 29
Global supply chains are increasingly exposed to risks such as climate change, digital disruption, and geopolitical instability.

Answer:

Explanation:
Explain what is meant by supply chain resilience, and discuss FIVE strategies a global organisation can implement to improve resilience while maintaining efficiency and competitiveness.

NEW QUESTION # 30
XYZ is a toy manufacturer in the UK, specialising in wooden toys such as building blocks for toddlers.
Describe the external factors that could affect the supply chain management of XYZ. You should make use of a STEEPLED analysis in your answer.

Answer:

Explanation:
See the Explanation for complete answer.
Explanation:
A UK wooden-toy manufacturer's supply chain is highly exposed to its external environment. Using STEEPLED(Social, Technological, Economic, Environmental, Political, Legal, Ethical, Demographic) clarifies the key external factors and their implications for supply chain management.
S - Social
* Consumer expectations for safety and transparency:Parents demand safe, toxin-free, well-tested toys and clear provenance of timber.SCM impact:tighter supplier qualification, documented testing, traceability to batch/lot level.
* Sustainability mind-set:Preference for plastic-free, low-waste products and recyclable packaging.SCM impact:source FSC/PEFC-certified materials; redesign packaging; vet coatings/finishes.
* Seasonality & gifting culture:Peak Q4 demand (holidays) and back-to-school promotions.SCM impact:
build seasonal inventory buffers; capacity planning; flexible labour/logistics.
T - Technological
* Manufacturing tech:CNC machining, robotics, moisture-control kilns, surface finishing, and digital twins to reduce defects.SCM impact:supplier capability audits; process capability (Cp/Cpk) requirements; capex timing.
* Digital commerce & data:D2C e-commerce, marketplaces, real-time demand sensing, barcode/RFID.
SCM impact:integrate order/data flows with 3PLs; implement end-to-end traceability.
* Materials & coatings innovation:Water-based, low-VOC finishes; child-safe pigments.SCM impact:
qualify alternative suppliers; manage technical change and re-testing cycles.
E - Economic
* Currency volatility (GBP vs EUR/USD):Affects imported timber, coatings, and hardware.SCM impact:hedging strategies; dual/multi-currency contracts; re-sourcing.

* Inflation & input cost swings:Energy, freight, and timber price fluctuations.SCM impact:long-term contracts with indexation; should-cost models; multi-sourcing.
* Retailer margin pressure:Large retailers demand price holds and OTIF performance.SCM impact:
service-level agreements, collaborative forecasting, penalties management.
E - Environmental
* Climate & extreme weather:Storms, fires, and droughts disrupt forestry outputs and logistics.SCM impact:diversify species/origins; build safety stock; contingency routing.
* Carbon reduction pressures:Scope 3 emissions expectations across the chain.SCM impact:
nearshoring where viable; ship modes optimisation; supplier decarbonisation plans.
* Waste & circularity:Pressure to reduce packaging and factory scrap.SCM impact:closed-loop wood offcuts;
recyclable/compostable packaging specs.
P - Political
* Trade policy & border controls:Post-Brexit UK-EU customs, rules-of-origin, potential tariffs.SCM impact:customs competence, broker selection, accurate paperwork, lead-time buffers.
* Sanctions & geopolitics:Restrictions on certain source countries/species.SCM impact:approved- country lists; rapid re-sourcing playbooks; supplier watchlists.
* Public procurement priorities:UK emphasis on SME/local supply and sustainability standards.SCM impact:qualify for
public/education sector tenders; align documentation.
L - Legal
* Toy safety standards & conformity marking:Mechanical/physical, flammability, chemical migration limits; conformity assessment and marking obligations for toys placed on the UK market.SCM impact:
rigorous BOM control; test certificates; technical files; label accuracy.
* Chemicals & coatings regulation:Restrictions on heavy metals, solvents, phthalates, formaldehyde.
SCM impact:approved substances lists; supplier declarations; periodic third-party testing.
* Timber legality & due-diligence:Requirements to demonstrate legal and deforestation-free timber.
SCM impact:chain-of-custody evidence (FSC/PEFC), supplier audits, risk-based checks.
* Data protection & product liability:Customer data via e-commerce; obligations on recalls.SCM impact:secure data flows; recall readiness; serialisation for traceability.
E - Ethical
* Labour practices in forestry/mills:Risks of unsafe work or underpayment in upstream tiers.SCM impact:supplier codes of conduct; third-party social audits; corrective action plans.
* Modern slavery & whistleblowing:Expectation of robust human-rights due diligence.SCM impact:
mapping to Tier-2/3; grievance mechanisms; training and monitoring.
* Marketing to children:Responsible advertising and age-appropriate claims.SCM impact:approvals workflow for packaging copy and imagery.
D - Demographic
* Birth rates & household income:Direct driver of demand for toddler toys; regional shifts.SCM impact:
allocate inventory by region; scenario planning for demand swings.
* Urban living & smaller homes:Preference for compact, multi-use toys and storage-friendly packs.
SCM impact:pack/size optimisation; SKU design feeding back into sourcing and logistics.
* Diversity & inclusion:Demand for inclusive, educational designs.SCM impact:broaden supplier base for components/finishes; co-design with educators.
Implications for Supply Chain Management at XYZ (summary)
* Sourcing & Compliance:Vet timber legality and certifications; manage chemicals compliance; maintain complete technical files and testing regimes.
* Network & Resilience:Multi-source critical inputs; hold strategic stocks for Q4 peak; design alternate logistics lanes.
* Contracts & Cost Control:Use index-linked contracts and FX hedging; collaborate with key suppliers on cost and carbon.
* Visibility & Traceability:Implement end-to-end lot traceability (from forest to finished toy) to enable swift recalls and customer assurance.
* Sustainability Integration:Embed Scope-3 carbon targets and waste reduction into supplier KPIs; optimise packaging and transport modes.
By applying STEEPLED, XYZ can anticipate external pressures, hard-wire compliance and ethics into supplier management, and build a resilient, customer-centric supply chain suited to the wooden-toy market.

NEW QUESTION # 31
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