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## CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q17-Q22):

### NEW QUESTION # 17

Which of the following is a disadvantage of Just-In-Time (JIT) Manufacturing?

- A. Inventories are wasteful and expensive
- B. It is expensive to implement
- C. There is less waste produced

- D. You cannot obtain economies of scale

**Answer: D**

Explanation:

JIT removes stockholding benefits, meaning firms lose economies of scale from bulk ordering. Each order is small and frequent. Short cited term: "JIT limits bulk economies due to reduced inventory." (L5M7 Study Guide, p. 159) Reference: CIPS L5M7 Study Guide, p. 159.

### NEW QUESTION # 18

Which of the following describes an Adhocracy organisational structure? Select TWO.

- A. Has a vertical structure where managers maintain control
- B. Low levels of centralisation
- C. Highly documented routine processes
- D. Can respond quickly to change
- E. Highly formalised structure

**Answer: B,D**

Explanation:

An Adhocracy is flexible, decentralised, and able to respond rapidly to change, though it may lack formal control systems.

Short cited term: "low formalisation, high adaptability" (L5M7 Study Guide, p. 64).

Reference: CIPS L5M7 Study Guide, p. 64.

### NEW QUESTION # 19

In what way has the increase in the use of technology affected buyer-supplier relationships?

- A. It has reduced the bargaining power of suppliers as buyers now have access to a wider pool of suppliers and product information.
- B. It has increased the bargaining power of buyers because technology has increased operational costs.
- C. It has reduced the bargaining power of buyers because there are fewer suppliers.
- D. It has increased the bargaining power of suppliers as they can provide faster quotations.

**Answer: A**

Explanation:

Technology enhances buyer access to data, broadening supplier choice and transparency, which reduces supplier power.

Short cited term: "technology has reduced suppliers' bargaining power" (L5M7 Study Guide, p. 66).

Reference: CIPS L5M7 Study Guide, p. 66.

### NEW QUESTION # 20

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

**Answer: D**

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 # 21

Freddie, a Procurement Professional, is reviewing supply chain risks. He believes all risks should be eliminated. Is this correct?

- A. No - awareness only is required
- B. No - prevent risks where possible but tolerate low-level risks
- C. Yes - all supply chain risks must be removed
- D. Yes - create risk assessments for each supplier

**Answer: B**

Explanation:

Risk management seeks to prevent and mitigate major risks, while tolerating low-impact risks when elimination isn't feasible.

Short cited extract: "Low-level risks can be tolerated if likelihood and impact are minimal." (L5M7 Study Guide, p.49)

Reference:CIPS L5M7 Study Guide, p.49.

## NEW QUESTION # 22

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