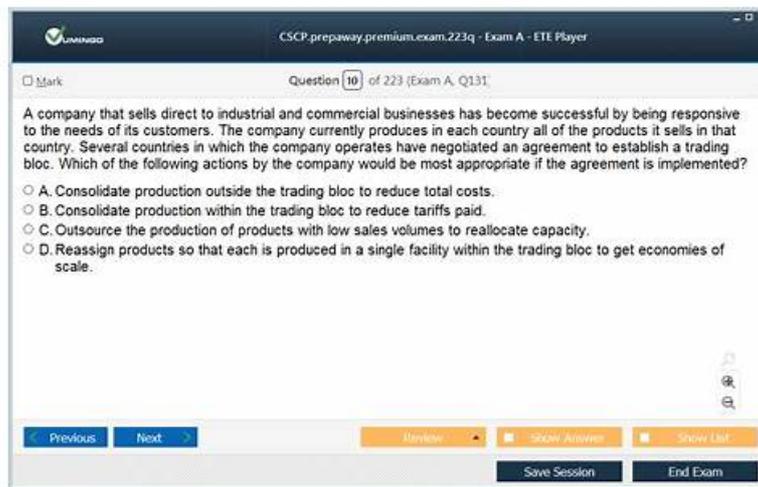


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## APICS Certified Supply Chain Professional Sample Questions (Q91-Q96):

### NEW QUESTION # 91

What is the primary role of marketing in supporting supply chain management?

- A. Working with research and development on slow-moving products
- B. Focusing on short-term forecasting accuracy
- C. Selecting favored supplier partners
- D. Developing efficient customer channels

Answer: D

Explanation:

Section: Fundamentals of Supply Chain Management

### NEW QUESTION # 92

Which phase of the product life cycle would most benefit from causal forecasting methods?

- A. decline
- B. introduction
- C. growth
- **D. maturity**
- E. development

**Answer: D**

### NEW QUESTION # 93

A possible risk of licensing other companies to manufacture products is:

- **A. the other companies becoming competitors**
- B. the products becoming a commodity
- C. the products being over priced
- D. losing market share.

**Answer: A**

Explanation:

Licensing other companies to manufacture products can create a risk of the licensees becoming competitors, as they may use the licensed technology, know-how, or brand to enter the same or new markets, or to develop similar or improved products<sup>1,2</sup>. This can reduce the licensor's market share, profitability, and competitive advantage<sup>3</sup>.

Detailed Explanation: Licensing is a business arrangement where one party (the licensor) grants another party (the licensee) the right to use its intellectual property (such as patents, trademarks, designs, or trade secrets) in exchange for a fee or royalty<sup>4</sup>. Licensing can provide various benefits for both parties, such as expanding into new markets, increasing innovation, reducing costs, and generating income. However, licensing also involves some risks, such as losing control over the intellectual property, compromising the quality or reputation of the product, or facing legal disputes or challenges. One of the possible risks of licensing other companies to manufacture products is that the licensees may become competitors of the licensor. This can happen in several ways, such as<sup>1,2</sup>:

\* The licensees may use the licensed technology, know-how, or brand to enter the same market as the licensor, and compete for the same customers or segments.

\* The licensees may use the licensed technology, know-how, or brand to enter new markets that the licensor has not explored or penetrated, and gain a first-mover advantage or a larger market share.

\* The licensees may use the licensed technology, know-how, or brand to develop similar or improved products that can substitute or surpass the licensor's products, and offer better features, quality, or price.

\* The licensees may use the licensed technology, know-how, or brand to create new products that can complement or enhance the licensor's products, and capture more value or customer loyalty.

The risk of the licensees becoming competitors can reduce the licensor's market share, profitability, and competitive advantage, as well as damage the licensor's relationship and trust with the licensees<sup>3</sup>. To mitigate this risk, the licensor should carefully select and evaluate the licensees, negotiate and enforce clear and fair licensing terms and conditions, monitor and protect the intellectual property rights, and maintain a good communication and collaboration with the licensees .

### NEW QUESTION # 94

A company that sells engineered-to-order products is planning implementation of a supplier relationship management system (SRM) for direct materials. Which of the following factors is most likely to make the implementation difficult?

- **A. Complexity of the purchasing process**
- B. Management of variable lead times
- C. Cost of the application software upgrades
- D. Resistance of material suppliers

**Answer: A**



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