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## CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q32-Q37):

### NEW QUESTION # 32

Mark, a logistics procurement manager, describes his chain as tightly coupled. What does this mean?

- A. There is flexibility in the supply chain
- B. There are many organisations in the supply chain
- C. The supply chain is strong

- **D. There is a high level of interdependency in the supply chain**

**Answer: D**

Explanation:

A tightly coupled supply chain exhibits high interdependence between members; decisions by one partner affect all others.

Short cited extract: "Tightly coupled = high interdependence between supply-chain partners." (L5M7 Study Guide, p. 82)

Reference: CIPS L5M7 Study Guide, p. 82.

### NEW QUESTION # 33

A supply chain that has evolved to include multiple layers of interdependence on members both upstream and downstream is commonly known as what?

- A. A Supply Stream
- **B. A Supply Network**
- C. A Supply Web
- D. A Supply Net

**Answer: B**

Explanation:

The guide distinguishes a simple chain from a "supply network," emphasising multi-tier interdependencies.

Short extract: "supply networks reflect multiple interdependent tiers." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

### NEW QUESTION # 34

Which of the following could be considered added value within a supply chain? Select THREE.

- A. Marketing
- **B. Time to market**
- C. Profit
- **D. Innovation**
- **E. Quality**

**Answer: B,D,E**

Explanation:

The guide lists quality, innovation, and time-to-market among ways supply chains create added value (others include price/cost reduction and risk reduction). Short extract: "added value may be created through quality, innovation and time-to-market." (L5M7 Study Guide, p.27) Reference: L5M7 Study Guide, p.27.

### NEW QUESTION # 35

A Resource-Based Review (RBR) focuses on which aspect of competitive advantage?

- A. Using the external environment to create value
- B. Achieving cost leadership through lower prices
- **C. Internal environment as a driver of competitive advantage**
- D. Narrowing the supply chain to create efficiencies

**Answer: C**

Explanation:

The Resource-Based View (RBV) argues that unique internal resources and capabilities are the key to sustainable competitive advantage.

Short cited extract: "Competitive advantage stems from internal resources and capabilities." (L5M7 Study Guide, p.52)

Reference: CIPS L5M7 Study Guide, p.52.

### NEW QUESTION # 36

In a typical supply chain, in which direction does value-add travel?

- A. From the customer to the distributor
- B. From the OEM to the retailer
- C. From the retailer to the supplier
- **D. From the first supplier to the customer**

**Answer: D**

Explanation:

Value flows downstream, originating with suppliers and moving toward the end customer. A typical chain is tiered suppliers # OEM/producer # distributors/retailers # customer. Short cited term: "value moves downstream" (L5M7 Study Guide, p.4). Reference: CIPS L5M7 Study Guide, p.4.

## NEW QUESTION # 37

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