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CIPS L4M1 - Question & Answer Past exam questions latest 2023/2023

O1. Outline FIVE differences between purchasing goods and purchasing services.

Answer - 1, Goods are tangible, services are intangible:
2. Services cannot be separated from their supplier:
3. Heterogeneity: goods are usually uniform in nature while services are unique at each delivery

4. Services 'perish' immediately on delivery whereas goods can be stored until

5. Products are easier to specify, being tangible

O2. Explain THREE circumstances in which a competitive tendering exercise might

not be the best approach to making a purchase. Answer - 1. Urgency 2. Commercial confidentiality or national security (e.g. military organisations):

3. Value of the purchase:

Production costs cannot be measured accurately:
 Price is not the only criterion for supplier selection and contract award

6. Intellectual Property Rights and monopoly

O2. Describe TWO e-sourcing tools and their use in procurement and supply. Answer - 1. E-Catalogues

E-Tendering
 E. Auction

4. Reverse Auctions

5. Online suppleir evaluation data

O3. Explain the role of a shared services unit (SSU). Answer - SSUs reflect a desire

The shared service provider becomes a dedicated provider of services such as; finance, HR, IT and procurement which continue to be provided internally An SSU manages costs and quality SLAs to demonstrate value for money. An SSU's benefits may be summarised as:

- · liaison with its customers;
- anticipating future demand;
 employing resources and providing higher levels of service more cost effectively than if they were provided by a department or an external provider
- O3. A manufacturer of electrically powered tools for the engineering industry consists of four separate business units, each of which undertakes its own purchasing

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CIPS L6M9 Exam Syllabus Topics:

Topic	Details
Topic 1	Understand operations strategy and its contribution to overall business success: Targeting Operations Directors, this section evaluates understanding of operations strategy's impact on organizations, including aligning with business goals, market requirements, and resource management.

Topic 2	Assess the strategic value of resource planning and control: This part targets Resource Planners, focusing on evaluating strategic resource planning concepts such as forecasting, scheduling, monitoring, and controlling resources effectively within the operational framework.
Topic 3	Understand and apply leadership skills and behaviors appropriate for strategically improving the procurement and supply chain function: This section of the exam measures the skills of Supply Chain Managers and covers understanding leadership behaviors that enhance procurement processes. It assesses how to strategically improve supply chain functions, focusing on a key skill like "Strategic Decision Making".

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CIPS Supply Network Design Sample Questions (Q44-Q49):

NEW QUESTION #44

Which of the following aretypical objectives of Linear Programming (LP)? Select ALL that apply.

- A. Maximising labour working hours
- B. Minimising production costs
- C. Minimising inventory levels
- D. Maximising transportation costs
- E. Maximising machine working hours

Answer: A,B,C,E

Explanation:

- * Linear Programming (LP) aims to optimise resource allocationby:
- * Minimising inventory levels(reduce storage costs).
- * Maximising machine working hours (increase efficiency).
- * Minimising production costs(reduce expenses).
- * Maximising labour working hours (increase productivity).
- * Option C is incorrect-LPaims to minimise, not maximise, transportation costs. (LO 1.3, See p.47)

NEW QUESTION #45

Mabel, the Operations Directorat a hotel, is engaged in a debate abouttrade-offs. The CFO believes that efficiency and effectiveness cannot be achieved together. Is this correct?

- A. No with improvements to technology and communications, there is no need for trade-offs
- B. Yes engaging in trade-offs means that continuous improvement methodologies are no longer required
- C. No the concept of trade-offs means that the organisation can position itself to achieve both effectiveness and efficiency
- D. Yes the hotel must make a trade-off between efficiency or effectiveness, it cannot have both

Answer: C

Explanation:

- * Trade-offs involve balancing objectives(cost, quality, speed) toenhance both efficiency and effectiveness.
- * Technology helps (D), but trade-offs still existin areas likesustainability and ethical sourcing.

* Continuous improvement (B) remains crucialeven with trade-offs. (LO 2.2, See p.128-129)

NEW QUESTION #46

Risks are always present within organisational strategies, and it is important that they are assessed. Which of the following arestrategies for dealing with risk?

- A. Terminate, escape, eliminate, destroy
- B. Avoid, eliminate, reduce, transfer
- C. Escape, eliminate, evade, end
- D. Track, control, mitigate, reduce

Answer: B

Explanation:

Thefour risk management strategies are often remembered as TEAR:

- * Transfer: Shift the risk to another party (e.g., insurance, outsourcing).
- * Eliminate: Remove the risk entirely where possible.
- * Avoid: Choose not to engage in activities that introduce the risk.
- * Reduce: Take measures to minimize the impact or likelihood of the risk occurring. (See p.200)

NEW QUESTION #47

Company A manufactures wheels for Company B, which manufactures cars. Traditionally, Company A would complete the wheels and conduct quality assessments before sending them to Company B, which would then begin assembling cars. However, a new CEO at Company B has introduced atechnology system that enablessimultaneous production, meaning Company B starts manufacturing cars at the same time Company A begins producing wheels.

What is this new system known as?

- A. Start to finish
- B. Finish to finish
- C. Start to start
- D. Finish to start

Answer: C

Explanation:

Start to startmeans two different organisations at different levels of the supply chainbegin their work simultaneouslyrather than sequentially. This is the opposite of astart to finishsystem, where the next process starts only when the previous one is completed. (See LO 1.2, p.19)

NEW QUESTION #48

Which of the following is considered aprimary activityin the Value Chain?

- A. Marketing and sales
- B. Technology development
- C. Procurement
- D. HR

Answer: A

Explanation:

- * Marketing and Salesis aprimary activityinPorter's Value Chain, directly contributing to delivering value to customers.
- * Procurement (A), HR (B), and Technology Development (C) are support activities. (LO 1.2, See p.29)

NEW QUESTION #49

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