

# CIPS L6M9 Exam Duration - Latest L6M9 Test Online

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

Q1. 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 required  
5. Products are easier to specify, being tangible

Q2. 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;  
4. Production costs cannot be measured accurately;  
5. Price is not the only criterion for supplier selection and contract award  
6. Intellectual Property Rights and monopoly

Q2. Describe TWO e-sourcing tools and their use in procurement and supply.  
Answer - 1. E-Catalogues  
2. E-Tendering  
3. E-Auction  
4. Reverse Auctions  
5. Online supplier evaluation data

Q3. Explain the role of a shared services unit (SSU). Answer - SSUs reflect a desire to centralise and share services  
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:

- cost effective internal service;
- 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.

Q3. A manufacturer of electrically powered tools for the engineering industry consists of four separate business units, each of which undertakes its own purchasing activities.

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## Free PDF Quiz CIPS - L6M9 - Supply Network Design Updated Exam Duration

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## CIPS L6M9 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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".</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>

## CIPS Supply Network Design Sample Questions (Q68-Q73):

### NEW QUESTION # 68

In a manufacturing organisation that produces cupcakes, which of the following categories of capacity takes into account staff absences and unplanned losses such as a late delivery of raw materials?

- A. Available capacity
- B. Effective capacity
- C. Design capacity
- D. Actual capacity

**Answer: D**

Explanation:

- \* Actual capacity accounts for real-life factors, including staff absences, supply chain delays, and other disruptions.
  - \* Design capacity (A) is the maximum production level in an ideal scenario (no disruptions).
  - \* Effective capacity (B) and available capacity (C) are the same, accounting for planned stoppages, but not unplanned losses.
- (LO 2.2, See p.115)

### NEW QUESTION # 69

Paul is the Operations Manager at a button factory. Buttons are incorporated into many different fashion garments, and as they are currently 'on trend,' there is a high demand for more buttons. Paul is concerned that the factory cannot produce the number of buttons that is being demanded in the marketplace. He has calculated that each team within the factory only has the capacity to create 1,000 buttons per day, and he will decline any requests for buttons that exceed this amount. In terms of Capacity Loading, what is this called?

- A. Finite loading
- B. Complete loading
- C. Process loading
- D. Maximum loading

**Answer: A**

Explanation:

This is finite loading. There is a finite amount of buttons that can be produced. Finite means there is a limit.

This is the opposite of infinite loading, where a team can take on additional tasks/orders without any issues.

Maximum loading is similar to finite loading, but the difference is subtle-maximum is the amount of work that is possible in a given time period, but no limits are placed on this. Infinite loading, a strict limit is placed.

(See p.181)

#### NEW QUESTION # 70

Maxi Ltd is a medium-sized manufacturing organisation in the automotive industry that creates engines for cars. It has traditionally worked well with its suppliers, with strong relationships and regular meetings. There are currently around 15 suppliers who provide parts to Maxi Ltd.

Due to changing customer demands, Maxi Ltd will, from next month, modify the manufacturing of some of its products. Product X is being made more environmentally friendly, with output of CO<sub>2</sub> being reduced by 32%. The product will take longer to produce, but there will be no additional cost to customers for this.

Maxi Ltd are considering outsourcing the manufacturing of Product Y as it is not a product which is routinely ordered by customers. This will allow Maxi Ltd to focus on other products which generate higher revenues for the company. The concern within the Board of Directors is that if demand increases for this product, an outsourced company may not be able to cope with higher numbers of orders.

Product Z is an extremely popular item and oftentimes Maxi Ltd does not have the capacity to fulfil all orders. Consideration has been given to increasing the size of the factory, but this has been discarded as risky as demand is not guaranteed. The product has been available on the marketplace for a short amount of time and sales are continuing to increase, but the company believes this will soon plateau. To deal with current demand, the marketing team is working on campaigns to invite customers to make orders for this product at certain times of the year when product X is not being created in the factory.

This means resources can be reallocated to the creation of product Z.

What area of the product lifecycle is product Z in?

- A. Maturity
- B. Decline
- C. Growth
- D. Introduction

**Answer: C**

Explanation:

Product Z has been available for a short amount of time, and sales are still increasing. Since the demand is growing but has not yet stabilized, it is in the growth stage of the product lifecycle. (LO 2.2)

#### NEW QUESTION # 71

Scenario:

Blue Bear Ltd is a multifunctional manufacturing organisation with a global supply chain and customers in over 30 different countries. Each function within the company has different supply networks and relationships.

For each function, select the correct Value Chain Activity and Supply Network Type from the given options.

Function	Value Chain Activity (Drag & Drop Options)	Supply Network Type (Drag & Drop Options)
Function 1	(Drop here)	(Drop here)
Function 2	(Drop here)	(Drop here)
Function 3	(Drop here)	(Drop here)
Function 4	(Drop here)	(Drop here)
Function 5	(Drop here)	(Drop here)

HR	Bureaucratic
Procurement	Centralised
Operations	Symmetrical
Outbound Logistics	Social
Marketing and Sales	Asymmetrical

**Answer:**

Explanation:

Function	Value Chain Activity (Drag & Drop Options)	Supply Network Type (Drag & Drop Options)
Function 1	(Drop h HR	(Drop Bureaucratic
Function 2	(Drc Procurement	(Drop Centralised
Function 3	(Drop Operations	(Drop Symmetrical
Function 4	(Drop Outbound	(Drop he Social
Function 5	(D Marketing and Sales	(Drop Asymmetrical

HR	Bureaucratic
Procurement	Centralised
Operations	Symmetrical
Outbound Logistics	Social
Marketing and Sales	Asymmetrical

Explanation:

Function 1: This function is a support activity responsible for ensuring other functions have the right resources to complete work. It has a complex structure with horizontal and vertical reporting lines, and each employee has clear objectives. #Correct answer: HR | Bureaucratic

Function 2: This function ensures that the Five Rights are achieved. It makes key strategic decisions that other departments follow. Power is centralised, and staff support other business areas as needed. #Correct Answer: Procurement | Centralised

Function 3: Staff describe themselves as the "people that get stuff done". This is a Primary Activity in the Value Chain, responsible for turning raw materials into finished products. The function has a highly valued supply network, both upstream and downstream, with joint decision-making. #Correct answer: Operations | Symmetrical

Function 4: Although a Primary Activity, this function is not well-organised. It relies on trust-based relationships rather than formal contracts. Information is shared informally. It is responsible for warehousing and transportation. #Correct Answer: Outbound Logistics | Social

Function 5: This function has a one-sided supply network. It is a Primary Activity and deals directly with customers. #Correct Answer: Marketing and Sales | Asymmetrical

A screenshot of a white sheet AI-generated content may be incorrect.

Function	Description	Correct Value Chain Activity	Correct Supply Network Type
Function 1	A support activity ensuring other functions have the right resources. <b>Complex structure</b> , horizontal and vertical reporting lines.	HR	Bureaucratic
Function 2	Ensures <b>Five Rights</b> , makes <b>key strategic decisions</b> , <b>centralised power</b> .	Procurement	Centralised
Function 3	<b>Primary Activity</b> , turns raw materials into finished products, <b>upstream &amp; downstream</b> supply network, joint decision-making.	Operations	Symmetrical
Function 4	<b>Primary Activity</b> , not well-organised, trust-based supply network, responsible for <b>warehousing &amp; transportation</b> .	Outbound Logistics	Social
Function 5	<b>Primary Activity</b> , one-sided supply network, deals directly with customers.	Marketing and Sales	Asymmetrical

### NEW QUESTION # 72

Rayan is the new CFO of an international banking organisation operating in London. He has been invited to a meeting of the top executives regarding corporate strategies and strategic resource planning. He believes that the organisation must be led by the strategy first, with resources then created to meet the requirement. Is this always the case?

- A. No - corporate strategies will not assist in resource planning
- B. Yes - resources can only be assembled once objectives have been set
- **C. No - strategies can be created to fit an organisation's resource capabilities**
- D. Yes - corporate strategy dictates operational strategy and thus resource allocation

**Answer: C**

Explanation:

The question asks if strategy must always come first. The correct answer is no because strategies can also be developed based on available resources. Corporate strategy often influences resource planning, but sometimes an organisation will assess its resources and build a strategy accordingly. (See p. 150)

### NEW QUESTION # 73

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With the development of IT technology in recent, many people choose to study IT technology which lead to lots of people join the IT industry. So, the competition is in fierce in IT industry. With working in IT industry and having IT dream, you don't expect to be caught up by other people which need you to improve your IT skills to prove your ability. How do you want to prove your ability?



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