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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	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".
Topic 3	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.

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CIPS Supply Network Design Sample Questions (Q28-Q33):

NEW QUESTION # 28

An organisation may have several different business-level strategies. Is this TRUE?

- A. No-effective vertical alignment between operations strategy and corporate strategy means there must only be one organisation-wide operations strategy
- **B. Yes-different parts of the business may operate in different marketplaces or have different services /portfolios**
- C. No-an organisation should only have one strategy, which can be likened to a 'master plan' with high-level ambitions
- D. Yes-the different business-level strategies will contradict each other

Answer: B

Explanation:

- * The statement is TRUE, so we can immediately eliminate A and B.
 - * Option C is correct because large organisations often have multiple business-level strategies depending on market conditions.
 - * Example: McDonald's has different menus and marketing strategies in different countries.
 - * Option D is incorrect-business-level strategies do not necessarily contradict each other.
- (See LO 2.1, p.75)

NEW QUESTION # 29

The operations department of ABC Ltd has recently launched a new product. The product is manufactured within a large factory and then sent to retailers for sale. The department has a system in place which details the components required for the product and the quantities required to fulfil customer demand. The system works online and links to other areas of the business including HR and finance.

So far, several large orders have been placed for the product from different retailers. The Chief Operations Officer (COO) has decided to programme the completion of the orders based on when the orders were placed.

The benefit of this strategy is that it will give each customer a similar lead time. Thus far no buffer stock has been created as products are only created when orders are received.

Three teams are required to make the product and the product flows from team one to team two to team three, each team adding a component to the product. Unfortunately, team two are short staffed and are completing their work at a slower rate than the other two teams. This is a huge consideration for the COO as it will impact upon the capacity of the organisation.

The retailers have all signed contracts with ABC Ltd and the COO is extremely happy that they are long term contracts. Contract 1 is with retailer X and the price is set for three years. Contract 2 is with retailer Y and is a five year contract where the price will be reviewed annually in line with CPI. Contract 3 has a variable pricing mechanism based on the volume of products ordered.

What capacity strategy is being used?

- A. Capacity-led
- **B. Demand-led**
- C. Capacity-lag
- D. Demand-lag

Answer: B

Explanation:

The company follows a demand-led strategy since production capacity is adjusted based on actual customer orders. No stock is produced without confirmed demand. (See LO 2.2)

NEW QUESTION # 30

A simple supply chain consists of three commercial roles. What are these?

- A. Distributor
- **B. Organisation**
- C. Manufacturer
- **D. Buyer**
- **E. Supplier**

Answer: B,D,E

Explanation:

A basic supply chain consists of three key roles:

- * Supplier# Provides materials or products to the organisation
- * Organisation# The business that processes/manages the product

* Buyer# The final customer who purchases the product

Distributor and Manufacturer exist in more complex supply networks, but they are not part of the simplest supply chain model. (See LO 1.1, p.3)

NEW QUESTION # 31

Jed is the Operations Manager at a cake manufacturer and is trying to determine the optimum capacity of the factory. Which of the following would be true if the factory achieves optimum capacity? Select ALL that apply.

- A. The highest cost per item is achieved
- B. The factory physically cannot produce more items
- C. The lowest total cost for production is achieved
- D. The factory fulfills customer demand for items
- E. The factory breaks even
- F. Inventory levels are maximized

Answer: C,D

Explanation:

Optimum capacity is achieved when:

* Customer demand is met (B)

* Production costs are minimized (C)

#Incorrect options:

* (A) is false because optimum capacity isn't necessarily the physical limit

* (D) is false because the factory should be operating at a profit, not breakeven

* (E) is false because the lowest cost per unit is achieved, not the highest

* (F) is false because inventory levels should be minimized, not maximized (to reduce storage costs) (See LO 1.3, p.46)

NEW QUESTION # 32

Which of the following are examples of Linear Programming (LP) solvers? Select ALL that apply.

- A. Excel
- B. Lindo
- C. LPX
- D. MATLAB
- E. CPLEX

Answer: A,B,D,E

Explanation:

Excel, Lindo, MATLAB, and CPLEX are all real Linear Programming (LP) solvers used for optimization problems.

#LPX is made up - it does not exist. (See LO 1.3, p.47)

NEW QUESTION # 33

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