Desktop CIPS L6M2 Practice Exam Software

CIPS L4M1 - Question & Answer Past exam questions

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

O2. Explain THREE circumstances in which a competitive tendering exercise might not be the best approach to making a purchase. - correct 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

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

2. E-Tendering

3. E. Auction

4. Reverse Auctions

5. Online suppleir evaluation data

O3. Explain the role of a shared services unit (SSU). - correct 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

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If you are a college student, you can learn and use online resources through the student learning platform over the L6M2 study materials. And for an office worker, the L6M2 study engine is desighed to their different learning arrangement as well, such extensive audience greatly improved the core competitiveness of our L6M2 practice quiz, which is according to their aptitude, on-demand, maximum to provide users with better suited to their specific circumstances.

CIPS L6M2 Exam Syllabus Topics:

Topic	Details
Topic 1	• Understand financial aspects that affect procurement and supply: This section measures the skills of Financial Analysts in assessing how costs, funding, and economic objectives impact supply chains. It includes managing currency volatility through exchange rate instruments like forwards or derivatives and addressing commodity price fluctuations using futures or hedging. A critical skill assessed is managing financial risks in global supply chains effectively.

Topic 2	• Understand and apply tools and techniques to address the challenges of global supply chains: This section targets Supply Chain Analysts and covers methods for analyzing global supply chains, such as STEEPLED analysis, benchmarking, and performance metrics. It also evaluates regulatory influences, including import • export controls, tariffs, and employment regulations like equality, health, and safety. A critical skill assessed is applying STEEPLED analysis to supply chain challenges.
Topic 3	• Understand strategy formulation and implementation: This section evaluates the skills of Strategic Planners in understanding how corporate and business strategies impact supply chains. It covers strategic directions, diversification, portfolio matrices, and methods for pursuing strategies like mergers or alliances. It also examines aligning supply chains with organizational structures and managing resources like people, technology, and finance. A key skill measured is implementing strategies under uncertain conditions.
Topic 4	• Understand and apply the concept of commercial global strategy in organizations: This section measures the skills of Global Strategy Analysts and focuses on evaluating the characteristics of strategic decisions in organizations. It includes understanding strategic versus operational management, strategic choices, and the vocabulary of strategy. A key skill measured is effectively differentiating between strategic and operational management.

CIPS L6M2 Exam Introduction - Valid L6M2 Exam Answers

You will be able to assess your shortcomings and improve gradually without having anything to lose in the actual Global Commercial Strategy exam. You will sit through mock exams and solve actual CIPS L6M2 dumps. In the end, you will get results that will improve each time you progress and grasp the concepts of your syllabus. The desktop-based CIPS L6M2 Practice Exam software is only compatible with Windows.

CIPS Global Commercial Strategy Sample Questions (Q25-Q30):

NEW QUESTION # 25
SIMULATION
XYZ is a manufacturing company based in the UK. It has a large complex supply chain and imports raw materials from Argentina and South Africa. It sells completed products internationally via their website. Evaluate the role of licencing and taxation on XYZ's operations.

Answer:

Explanation:
Evaluation of the Role of Licensing and Taxation on XYZ's Operations
Introduction
Licensing and taxation play a critical role in international trade, supply chain management, and overall financial performance. For XYZ, a UK-based manufacturing company that imports raw materials from Argentina and South Africa and sells internationally via an e-commerce platform, compliance with licensing and taxation regulations is essential to ensure smooth operations, cost efficiency, and legal compliance.
This evaluation will assess the impact of licensing and taxation on XYZ's global supply chain, import/export activities, and financial performance.
1. The Role of Licensing in XYZ's Operations
1.1 Import and Export Licensing Regulations
As XYZ imports raw materials from Argentina and South Africa, it must comply with the UK's import licensing requirements and trade agreements with these countries.
 Impact on XYZ:
Import licenses may be required for certain restricted raw materials (e.g., metals, chemicals, agricultural products).
Export control laws may apply, depending on the destination of final products.
Delays or fines may occur if licenses are not properly managed.
Example: If XYZ imports metal components subject to UK trade restrictions, it must secure import licenses before shipment clearance.
1.2 Industry-Specific Licensing Requirements

Some industries require special licenses to manufacture and sell products globally.
- Impact on XYZ:

If XYZ manufactures electronics or chemical-based products, it may need compliance certifications (e.g., CE marking in the EU, FDA approval in the US).
Failure to meet licensing requirements can block international sales.
Example: A UK manufacturer selling medical devices must obtain MHRA (Medicines and Healthcare products Regulatory Agency) approval before distributing products.
1.3 E-Commerce & Digital Sales Licensing
As XYZ sells its products internationally via its website, it must comply with:
- Consumer Protection Laws (e.g., GDPR for EU customers).
- E-commerce business registration and online sales regulations.

Example: XYZ may need a VAT number in the EU if it sells products to European customers via its website.
2. The Role of Taxation in XYZ's Operations
2.1 Import Duties and Tariffs
XYZ's supply chain involves importing raw materials from Argentina and South Africa, which may attract import duties and tariffs.
- Impact on XYZ:

Higher import duties increase raw material costs and impact profitability.
Tariff-free trade agreements (e.g., UK-South Africa trade deal) may reduce costs.
Post-Brexit UK-EU trade regulations may affect supply chain tax structures.
Example: If the UK imposes high tariffs on South African goods, XYZ may need to find alternative suppliers or negotiate better deals.
2.2 Corporate Tax & International Tax Compliance
XYZ must comply with UK corporate tax laws and international taxation regulations.
- Impact on XYZ:

Paying corporate tax in the UK based on global sales revenue.
Managing international tax obligations when selling in multiple countries.
Risk of double taxation if the same income is taxed in multiple jurisdictions.
Example: If XYZ sells products in Germany and the US, it may need to register for tax in those countries and comply with local VAT/GST requirements.
2.3 Value Added Tax (VAT) & Sales Tax
Since XYZ sells internationally via its website, it must adhere to global VAT and sales tax rules.
- Impact on XYZ:

In the EU, VAT registration is required for online sales above a certain threshold.
In the US, sales tax regulations vary by state.
Compliance with UK VAT laws (e.g., 20% standard rate) on domestic sales.
Example: A UK company selling online to EU customers must comply with the EU One-Stop-Shop (OSS) VAT scheme.
2.4 Transfer Pricing & Tax Efficiency
If XYZ has international subsidiaries or supply chain partners, it must manage transfer pricing regulations.
- Impact on XYZ:

Ensuring fair pricing between UK operations and overseas suppliers to avoid tax penalties.
Optimizing tax-efficient supply chain structures to minimize tax burdens.
Example: Multinational companies like Apple and Amazon use tax-efficient structures to reduce liabilities.
3. Strategic Actions for XYZ to Manage Licensing and Taxation Effectively XYZ can take several steps to optimize tax compliance and licensing efficiency:

Key Area	Strategic Action
Import Licensing	Ensure all **import/export licenses** are obtained for raw materials.
E-Commerce Compliance	Register for **VAT/GST where necessary** to avoid legal penalties.
Tax Planning	Use **tax-efficient supply chain structures** to minimize international tax burdens.
Tariff Optimization	Explore **free trade agreements** to reduce import costs.
Supply Chain Diversification	Reduce reliance on **high-tariff countries** by sourcing from alternative regions.

Conclusion
Licensing and taxation have a major impact on XYZ's international manufacturing and e-commerce operations. To maintain profitability and regulatory compliance, XYZ must:
- Ensure import/export licensing aligns with UK and international trade laws.
- Manage import duties, VAT, and corporate tax obligations effectively.
- Optimize its supply chain and tax planning to reduce costs.

By proactively managing these areas, XYZ can enhance its global competitiveness while minimizing risks.

NEW QUESTION # 26

SIMULATION

Discuss supply and demand factors in foreign exchange

Answer:

Explanation:

Supply and Demand Factors in Foreign Exchange

Introduction

The foreign exchange (Forex) market operates on the fundamental principle of supply and demand, which determines currency values. When demand for a currency rises, its value appreciates, while an oversupply causes depreciation.

Several factors influence the supply and demand of foreign currencies, including interest rates, inflation, trade balances, investor sentiment, and geopolitical events.

This answer explores the key supply and demand factors in Forex markets and how they impact exchange rates.

1. Demand Factors in Foreign Exchange (What Increases Demand for a Currency?)

1.1 Interest Rate Differentials (Higher Interest Rates Attract Capital Inflows)

 Why It Affects Demand?

Investors seek higher returns on savings and investments.

Higher interest rates increase demand for the country's currency.

Example:

When the US Federal Reserve raises interest rates, the US dollar (USD) strengthens as global investors buy USD-denominated assets.

Key Takeaway: Countries with higher interest rates attract more investors, increasing currency demand.

1.2 Inflation Rates (Low Inflation Strengthens Currency Demand)

 Why It Affects Demand?

Lower inflation preserves purchasing power, making the currency more attractive.

High inflation erodes currency value, reducing demand.

Example:

The Swiss Franc (CHF) remains strong due to Switzerland's low inflation and economic stability.

In contrast, Turkey's Lira (TRY) depreciated due to high inflation, reducing investor confidence.

Key Takeaway: Stable inflation rates encourage demand for a currency, while high inflation weakens it.

1.3 Trade Balance & Current Account Surplus (Export-Led Demand for a Currency)

 Why It Affects Demand?

A trade surplus (exports > imports) increases demand for a country's currency.

Foreign buyers need the country's currency to pay for goods and services.

Example:

China's trade surplus increases demand for the Chinese Yuan (CNY) as global buyers purchase Chinese goods.

Germany's strong exports strengthen the Euro (EUR) due to high international trade.

Key Takeaway: Exporting nations experience higher currency demand, boosting value.

1.4 Investor Confidence & Speculation (Market Sentiment Drives Demand)

 Why It Affects Demand?

If investors expect a currency to appreciate, they buy more of it.

Safe-haven currencies see increased demand during global uncertainty.

Example:

Gold and the US Dollar (USD) strengthen during economic crises, as investors seek stability.

Brexit uncertainty weakened the British Pound (GBP) as investors speculated on UK economic instability.

Key Takeaway: Market psychology and speculation can drive short-term demand for a currency.

2. Supply Factors in Foreign Exchange (What Increases the Supply of a Currency?)

2.1 Central Bank Monetary Policy (Money Supply & Interest Rate Adjustments)

 Why It Affects Supply?

Central banks control currency supply through interest rates and money printing.

Loose monetary policy (low rates, quantitative easing) increases money supply, depreciating currency.

Example:

The European Central Bank (ECB) lowered interest rates and introduced stimulus packages, increasing the supply of Euros (EUR).

The Bank of Japan's low-interest rates increased the supply of Japanese Yen (JPY), making it weaker.

Key Takeaway: More money supply weakens a currency, while tight monetary policy strengthens it.

2.2 Government Debt & Fiscal Policy (Higher Debt Increases Currency Supply)

 Why It Affects Supply?

Countries with high national debt may increase money supply to cover obligations.
High debt reduces investor confidence, increasing supply as investors sell off the currency.
Example:
The US dollar saw increased supply during the 2008 financial crisis due to stimulus packages.
Argentina's peso weakened as government debt rose, increasing peso supply in markets.
Key Takeaway: High government debt can lead to more currency supply and depreciation.
2.3 Foreign Exchange Reserves & Currency Intervention (Central Banks Selling Currency to Manage Value)
□ Why It Affects Supply?
Central banks buy/sell their currency to stabilize exchange rates.
Selling reserves increases currency supply, reducing its value.
Example:
China's central bank occasionally sells Yuan (CNY) to keep it competitive in global markets.
Switzerland's central bank has intervened to weaken the Swiss Franc (CHF) to support exports.
Key Takeaway: Governments manipulate currency supply to stabilize economic conditions.
2.4 Import Demand & Trade Deficits (More Imports Increase Currency Supply)
□ Why It Affects Supply?
A trade deficit (imports > exports) increases supply of local currency in global markets.
Importers exchange local currency for foreign currency, increasing supply.
Example:
The US has a persistent trade deficit, increasing the supply of US dollars in foreign exchange markets.
The UK's reliance on imports has contributed to GBP fluctuations.
Key Takeaway: Countries with trade deficits see higher currency supply, leading to depreciation.
3. Interaction of Supply & Demand in Foreign Exchange Markets

Scenario	Impact on Demand	Impact on Supply	Effect on Currency Value
Higher Interest Rates (US Federal Reserve)	Increases	Unchanged	USD appreciates
Trade Deficit (UK imports more than exports)	Unchanged	Increases	GBP depreciates
Economic Crisis (Investors buy USD as a safe-haven currency)	Increases	Unchanged	USD strengthens
Government prints more money (Hyperinflation in Venezuela)	Unchanged	Increases	Venezuelan Bolivar depreciates

Key Takeaway: Exchange rates fluctuate based on the balance between supply and demand.
4. Conclusion
The foreign exchange market operates based on supply and demand dynamics, influenced by:
□ Demand Factors:
Interest Rates & Inflation - Higher rates strengthen demand.
Trade Balances - Export-driven economies see strong demand.
Investor Sentiment - Economic stability attracts investors.
□ Supply Factors:
Central Bank Policies - Money printing increases supply.
Government Debt - High debt increases supply, lowering value.
Trade Deficits - Import-heavy economies see currency depreciation.
Understanding these factors helps businesses and policymakers manage foreign exchange risks and optimize international trade strategies.

NEW QUESTION # 27
SIMULATION
Provide a definition of a commodity product. What role does speculation and hedging play in the commodities market?

Answer:

Explanation:
Commodity Products and the Role of Speculation & Hedging in the Commodities Market
1. Definition of a Commodity Product

A commodity product is a raw material or primary agricultural product that is uniform in quality and interchangeable with other products of the same type, regardless of the producer.
 Key Characteristics:
Standardized and homogeneous - Little differentiation between producers.
Traded on global markets - Bought and sold on commodity exchanges.
Price determined by supply & demand - Subject to market fluctuations.
Examples of Commodity Products:
Agricultural Commodities - Wheat, corn, coffee, cotton.
Energy Commodities - Crude oil, natural gas, coal.
Metals & Minerals - Gold, silver, copper, aluminum.
Key Takeaway: Commodities are essential goods used in global trade, where price is the primary competitive factor.
2. The Role of Speculation in the Commodities Market
Definition
Speculation involves buying and selling commodities for profit rather than for actual use, based on price predictions.
 How Speculation Works:
Traders and investors buy commodities expecting price increases (long positions).
They sell commodities expecting price declines (short positions).
No physical exchange of goods-transactions are purely financial.
Example:
A trader buys crude oil futures at $70 per barrel, expecting prices to rise. If oil reaches $80 per barrel, the trader sells for profit.
Advantages of Speculation
✔ Increases market liquidity - More buyers and sellers improve trading efficiency.
✔ Enhances price discovery - Helps determine fair market value.
✔ Absorbs market risk - Speculators take risks that producers or consumers avoid.
Disadvantages of Speculation
 Creates excessive volatility - Large speculative trades can cause price spikes or crashes.
 Detaches prices from real supply and demand - Can inflate bubbles or cause artificial declines.
 Market manipulation risks - Speculators with large holdings can distort prices.
Key Takeaway: Speculation adds liquidity and helps price discovery, but can lead to extreme volatility if unchecked.
3. The Role of Hedging in the Commodities Market
Definition
Hedging is a risk management strategy used by commodity producers and consumers to protect against price fluctuations.
 How Hedging Works:
Producers (e.g., farmers, oil companies) use futures contracts to lock in a price for future sales, reducing the risk of price drops.
Consumers (e.g., airlines, food manufacturers) hedge to secure stable input costs, avoiding sudden price surges.
Example:
An airline hedges against rising fuel costs by buying fuel futures at a fixed price for the next 12 months. If fuel prices rise, the airline is protected from increased expenses.
Advantages of Hedging
✔ Stabilizes revenue and costs - Helps businesses plan with certainty.
✔ Protects against price swings - Reduces exposure to unpredictable market conditions.
✔ Encourages long-term investment - Producers and buyers operate with confidence.
Disadvantages of Hedging
 Reduces potential profits - If prices move favorably, hedgers miss out on gains.
 Contract obligations - Hedgers must honor contract terms, even if market prices improve.
 Hedging costs - Fees and contract costs can be high.
Key Takeaway: Hedging protects businesses from commodity price risk, ensuring stable revenue and cost control.
4. Speculation vs. Hedging: Key Differences

Factor	Speculation	Hedging
Purpose	Profit from price movements	Reduce financial risk
Participants	Traders, hedge funds, investment firms	Farmers, airlines, manufacturers
Risk Level	High risk, high reward	Low risk, stability-focused
Market Impact	Increases liquidity, but adds volatility	Reduces price uncertainty for businesses
Example	A trader buys oil futures expecting prices to rise	A food company locks in wheat prices to avoid cost spikes

Key Takeaway: Speculation seeks profit from price changes, while hedging minimizes risk from price fluctuations.
5. Conclusion
 Commodity products are standardized raw materials traded globally, with prices driven by supply and demand dynamics.
 Speculation brings liquidity and price discovery but can increase volatility.
 Hedging helps businesses stabilize costs and revenues, ensuring financial predictability.
 Both strategies play essential roles in ensuring a balanced, functional commodities market.

NEW QUESTION # 28
SIMULATION
Discuss the role and influence of industry regulators and international bodies in the business environment.

Answer:

Explanation:
The Role and Influence of Industry Regulators and International Bodies in the Business Environment Introduction Industry regulators and international bodies play a critical role in shaping the business environment by enforcing regulations, setting industry standards, and ensuring fair competition. These organizations influence how businesses operate, impacting areas such as trade, finance, environmental sustainability, labor practices, and consumer protection.
Companies must comply with regulations set by both domestic industry regulators and global institutions to maintain legal and ethical business operations.
1. Role of Industry Regulators
Industry regulators are government-appointed or independent organizations that oversee specific sectors to ensure compliance with laws and standards. Their key functions include:
 Enforcing Compliance - Ensuring companies adhere to legal requirements (e.g., financial reporting, safety regulations).
 Promoting Fair Competition - Preventing monopolies and anti-competitive practices.
 Consumer Protection - Safeguarding consumer rights and ensuring product/service quality.
 Regulating Market Entry and Operations - Setting standards for licensing, pricing, and ethical conduct.
Example of Industry Regulators

Industry	Regulator	Role
Finance	Financial Conduct Authority (FCA - UK)	Regulates financial markets and protects consumers.
Telecommunications	Ofcom (UK)	Oversees telecom and broadcasting regulations.
Energy	Ofgem (UK)	Regulates electricity and gas markets.
Pharmaceuticals	Food and Drug Administration (FDA - US)	Ensures drug and food safety.
Procurement & Competition	Competition and Markets Authority (CMA - UK)	Investigates anti-competitive practices.

Case Example: The UK's Competition and Markets Authority (CMA) blocked Microsoft's acquisition of Activision Blizzard due to concerns over market dominance in cloud gaming.

2. Role of International Bodies
International bodies set global regulations, trade policies, and ethical standards that influence businesses operating across borders.

International Body	Role in Business Environment	Example of Influence
World Trade Organization (WTO)	Regulates international trade rules and resolves disputes.	WTO mediates disputes between nations on tariffs and trade barriers.
International Monetary Fund (IMF)	Provides financial support and policy advice to stabilize economies.	IMF loans help countries facing economic crises, influencing business confidence.
United Nations (UN)	Promotes sustainability, human rights, and global stability.	The UN's **Sustainable Development Goals (SDGs)** influence CSR policies.
World Bank	Funds infrastructure and economic development projects.	Funds large-scale transport and energy projects in developing nations.
International Labour Organization (ILO)	Sets global labor standards and worker rights protections.	ILO conventions shape employment laws on fair wages and working conditions.
ISO (International Organization for Standardization)	Develops global quality and safety standards.	ISO 9001 certification is widely used for quality management.

Case Example: The WTO's intervention in Brexit trade negotiations affected tariffs and supply chain costs for UK-based companies.
3. Influence of Industry Regulators and International Bodies on Business Strategy Businesses must align their strategies with regulatory and international frameworks to ensure compliance and avoid financial or reputational risks.

Area of Influence	Impact on Business
Trade and Market Access	International bodies like WTO determine trade agreements and tariffs, impacting global supply chains.
Legal and Compliance Costs	Businesses must allocate resources to comply with financial, labor, and environmental regulations.
Ethical Business Practices	Regulatory bodies enforce fair labor laws and anti-corruption policies, shaping corporate social responsibility (CSR) strategies.
Innovation and Standards	ISO and sector-specific regulations push companies to meet quality, safety, and environmental benchmarks.

Example: The EU's General Data Protection Regulation (GDPR) forced global companies to enhance data protection policies or face heavy fines.
4. Advantages and Disadvantages of Regulatory and International Influence
 Advantages
Promotes Stability & Fair Competition - Reduces market manipulation and corruption.
Protects Consumers & Employees - Ensures safety, fair wages, and ethical standards.
Encourages Innovation & Sustainability - Businesses invest in R&D to meet regulatory requirements.
Facilitates Global Trade - International trade agreements create business opportunities.
 Disadvantages
Regulatory Burdens & Compliance Costs - Strict laws increase operational costs.
Trade Barriers & Bureaucracy - Lengthy regulatory approval processes slow down market entry.
Risk of Overregulation - Too many rules can stifle competition and innovation.
Example: The EU Emissions Trading System (EU ETS) requires manufacturers to pay for carbon emissions, increasing operational costs.
Conclusion
Industry regulators and international bodies shape the business environment by enforcing laws, ensuring ethical practices, and

facilitating global trade. Companies must proactively monitor regulatory changes, integrate compliance into strategic planning, and adapt to international standards to maintain market competitiveness and sustainability.

NEW QUESTION # 29
SIMULATION
Explain the characteristics of strategic decisions. At what level of a business are strategic decisions made and why?

Answer:

Explanation:
Characteristics of Strategic Decisions
Strategic decisions are long-term, high-impact choices that shape a company's future direction. These decisions differ from operational and tactical decisions in several key ways:
Long-Term Focus - Strategic decisions determine the future direction of a business, often spanning several years.
Example: A company deciding to expand into international markets.
Significant Impact - They affect the entire organization, influencing growth, profitability, and market positioning.
Example: A shift from a brick-and-mortar retail model to an e-commerce-based approach.
Resource Intensive - They require large financial, human, and technological resources to implement.
Example: Investing in AI-driven supply chain automation.
High Risk and Uncertainty - These decisions involve considerable risks due to market changes, competition, and external factors.
Example: Entering an emerging market with regulatory and political risks.
Difficult to Reverse - Strategic decisions are not easily changed without significant costs or consequences.
Example: Mergers and acquisitions require extensive planning and are challenging to undo.
Cross-Functional Involvement - They require input from multiple departments (finance, marketing, operations, IT).
Example: A new product launch involves R&D, marketing, supply chain, and finance teams.
Aimed at Gaining Competitive Advantage - The goal is to improve the company's market position and long-term success.
Example: Tesla's focus on electric vehicle technology and charging infrastructure.
At What Level Are Strategic Decisions Made?
Strategic decisions are made at the corporate and business levels, typically by senior management and executives. The three levels of decision-making in a company are:
1. Corporate-Level Decisions (Top Management)
Made by the CEO, Board of Directors, and Senior Executives.
Concerned with the overall direction of the company.
Focuses on long-term objectives, market expansion, mergers & acquisitions.
Example: Amazon's decision to acquire Whole Foods to expand into the grocery industry.
2. Business-Level Decisions (Middle Management)
Made by Divisional Heads, Business Unit Managers, and Senior Functional Leaders.
Focuses on how to compete effectively within a specific industry or market.
Covers areas such as pricing, product differentiation, and operational efficiency.
Example: Netflix shifting from a DVD rental business to a streaming service.
3. Functional-Level Decisions (Operational Managers)
Made by Department Heads, Operational Managers, and Team Leaders.
Concerned with day-to-day implementation of strategic and business-level plans.
Focuses on efficiency, productivity, and execution of company strategy.
Example: A supply chain manager optimizing inventory levels to reduce costs.
Why Are Strategic Decisions Made at the Corporate and Business Levels?
Require Vision and Expertise - Senior executives have the big-picture perspective needed for long-term planning.
Affect the Entire Organization - These decisions impact multiple departments, requiring cross-functional coordination.
High-Risk and Costly - Strategic choices involve financial investments, brand reputation, and market positioning.
Long-Term Focus - Corporate-level leaders ensure that decisions align with the company's mission, vision, and goals.
Conclusion
Strategic decisions shape the company's future, requiring careful planning, significant investment, and risk assessment. They are made at the corporate and business levels because they impact the entire organization, require expert leadership, and have long-term consequences.

NEW QUESTION # 30
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