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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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CIPS Global Commercial Strategy Sample Questions (Q10-Q15):

NEW QUESTION # 10
SIMULATION
Organisations in the private sector often need to make decisions regarding financing, investment and dividends. Discuss factors that affect these decisions.

Answer:

Explanation:
Factors Affecting Financing, Investment, and Dividend Decisions in Private Sector Organizations Introduction Private sector organizations must carefully balance financing, investment, and dividend decisions to ensure financial stability, profitability, and shareholder satisfaction. These decisions are influenced by internal financial health, external economic conditions, market competition, and regulatory requirements.
This answer examines the key factors affecting financing, investment, and dividend policies in private sector companies.
1. Factors Affecting Financing Decisions (How Companies Raise Capital?) Financing decisions determine how businesses fund operations, expansion, and debt repayment.
1.1 Cost of Capital (Debt vs. Equity Considerations)
 Why It Matters?
Companies choose between debt financing (bank loans, bonds) and equity financing (selling shares) based on the cost of capital.
Higher interest rates make debt financing expensive, while equity financing dilutes ownership.
Example:
A startup may prefer equity financing to avoid immediate debt repayments.
A profitable company may use debt due to tax advantages on interest payments.
Key Takeaway: Companies aim to minimize capital costs while maintaining financial flexibility.
1.2 Company's Creditworthiness & Risk Tolerance
 Why It Matters?
Stronger credit ratings allow companies to secure loans at lower interest rates.
Riskier businesses may struggle to secure financing or face high borrowing costs.
Example:
Apple can easily issue corporate bonds due to its strong financial position.
A high-risk startup may have to offer higher interest rates on its debt.
Key Takeaway: Financially stable firms have more funding options at lower costs.
1.3 Economic Conditions (Market Trends & Inflation)
 Why It Matters?
In economic downturns, companies avoid excessive borrowing.
Inflation and interest rate hikes increase financing costs.
Example:
During recessions, companies reduce borrowing to avoid high debt risks.
In a booming economy, firms take loans to expand production and capture market share.
Key Takeaway: Businesses adjust financing strategies based on economic stability and interest rates.
2. Factors Affecting Investment Decisions (Where and How Companies Invest Capital?)
2.1 Expected Return on Investment (ROI)
 Why It Matters?
Companies evaluate potential profits from investments before committing capital.
High-ROI projects are prioritized, while low-ROI investments are avoided.
Example:
Tesla invests in battery technology due to high future demand.
A retail chain avoids investing in struggling markets with low profitability.
Key Takeaway: Businesses prioritize high-return investments that align with strategic goals.
2.2 Risk Assessment & Diversification
 Why It Matters?
Companies assess market, operational, and financial risks before investing.
Diversification reduces reliance on a single revenue source.
Example:
Amazon diversified into cloud computing (AWS) to reduce dependence on e-commerce sales.
Oil companies invest in renewable energy to hedge against declining fossil fuel demand.

Key Takeaway: Investment decisions focus on balancing risk and opportunity.
2.3 Availability of Internal Funds vs. External Borrowing
- Why It Matters?
Companies use retained earnings when available to avoid debt costs.
When internal funds are insufficient, they borrow or raise equity capital.
Example:
Google reinvests profits into AI and software development instead of taking loans.
A new airline expansion may require debt financing for aircraft purchases.
Key Takeaway: Investment decisions depend on fund availability and cost considerations.
3. Factors Affecting Dividend Decisions (How Companies Distribute Profits to Shareholders?)
3.1 Profitability & Cash Flow Stability
- Why It Matters?
Profitable companies pay higher dividends, while struggling firms reduce payouts.
Strong cash flow ensures consistent dividend payments.
Example:
Microsoft pays regular dividends due to its steady revenue stream.
A startup reinvests all profits into business growth instead of paying dividends.
Key Takeaway: Only profitable, cash-rich companies sustain high dividend payouts.
3.2 Growth vs. Payout Trade-Off
- Why It Matters?
High-growth firms reinvest profits for expansion instead of paying high dividends.
Mature companies with stable profits focus on rewarding shareholders.
Example:
Amazon reinvests heavily in logistics and AI rather than paying high dividends.
Coca-Cola pays consistent dividends as its industry growth is slower.
Key Takeaway: Companies balance growth investment and shareholder returns.
3.3 Shareholder Expectations & Market Perception
- Why It Matters?
Investors expect dividends, especially in blue-chip and income-focused stocks.
Sudden dividend cuts can signal financial trouble, affecting share prices.
Example:
Unilever maintains stable dividends to attract income-focused investors.
Tesla does not pay dividends, focusing on long-term growth and innovation.
Key Takeaway: Dividend policies affect investor confidence and stock valuation.
4. Summary: Key Factors Influencing Financial Decisions

Decision Type	Key Factors	Examples
Financing Decisions	Cost of capital, credit rating, economic conditions	Apple issuing bonds, startups using equity funding
Investment Decisions	ROI, risk diversification, internal vs. external funding	Amazon investing in AWS, oil firms moving into renewables
Dividend Decisions	Profitability, growth priorities, investor expectations	Microsoft's regular dividends vs. Tesla's reinvestment

Key Takeaway: Companies balance financing, investment, and dividend decisions based on profitability, risk assessment, and market conditions.
5. Conclusion
Private sector companies make strategic financial decisions by evaluating:
- Financing Needs: Debt vs. equity, cost of borrowing, and risk management.
- Investment Priorities: Expected ROI, business growth, and market opportunities.
- Dividend Strategy: Balancing shareholder returns and reinvestment for growth.
Understanding these factors helps businesses maximize financial performance, shareholder value, and long-term sustainability.

NEW QUESTION # 11
SIMULATION
Explain how culture and historic influences can impact upon a business's strategic decisions and positioning within the marketplace

Answer:

Explanation:
How Culture and Historic Influences Impact Strategic Decisions and Market Positioning A business's strategic decisions and positioning within the marketplace are shaped by both organizational culture and historical influences. These factors affect how a company develops strategy, interacts with customers, manages employees, and competes globally.

1. The Role of Organizational Culture in Strategic Decisions

Organizational culture is the shared values, beliefs, and behaviors within a company. It influences decision-making, innovation, and competitive advantage.

How Culture Affects Strategy

- Risk Appetite - A culture that embraces innovation (e.g., Google) will invest in R&D, while risk-averse cultures (e.g., traditional banks) focus on stability.
- Decision-Making Speed - Hierarchical cultures (e.g., Japanese firms) rely on consensus, while Western firms (e.g., Apple) may have centralized decision-making.
- Customer Engagement - A customer-centric culture (e.g., Amazon) leads to investment in personalization and AI-driven recommendations.

Example:
Toyota's Kaizen Culture (Continuous Improvement) has shaped its lean manufacturing strategy, giving it a competitive advantage in cost efficiency.

2. How Historic Influences Shape Business Strategy

Historical events, past business performance, economic trends, and industry evolution shape how businesses position themselves in the marketplace.

How History Affects Strategy

- Legacy of Innovation or Conservatism - Companies with a history of innovation (e.g., IBM, Tesla) continuously push boundaries, while firms with traditional roots (e.g., British banks) focus on risk management.
- Economic Crises and Financial Stability - Businesses that survived financial crises (e.g., 2008 recession) tend to develop risk-averse financial strategies.
- Market Reputation and Consumer Perception - A strong historical reputation can be leveraged for branding (e.g., Rolls-Royce's luxury image).

Example:
Lego nearly went bankrupt in the early 2000s, leading it to redefine its strategy, focus on digital gaming partnerships, and revive its brand.

3. The Influence of National and Corporate Culture on Global Positioning When expanding globally, businesses must align their strategies with different cultural expectations.

How Culture Affects Global Market Entry

- Consumer Preferences - Fast food chains adapt menus for local cultures (e.g., McDonald's in India offers vegetarian options).
- Negotiation & Communication Styles - Business negotiations in China emphasize relationships ("Guanxi"), while Western firms prioritize efficiency.
- Leadership and Management Approaches - German firms emphasize engineering precision, while Silicon Valley firms prioritize agility and experimentation.

Example:
IKEA modifies store layouts in different countries-small apartments in Japan vs. large home spaces in the U.S.

4. Strategic Positioning Based on Cultural & Historic Factors

A company's historical and cultural influences define its positioning strategy:

Strategic Positioning Factor	Cultural & Historic Influence	Example
Cost Leadership	History of **cost-efficiency & lean production**	Toyota's lean manufacturing
Differentiation	Innovation-driven culture	Apple's product design strategy
Sustainability	Environmentally conscious culture	Patagonia's eco-friendly branding
Heritage Branding	Using history for premium positioning	Rolex leveraging Swiss craftsmanship

Conclusion

A business's strategic decisions and market positioning are deeply influenced by organizational culture, national culture, and historical performance. Companies that leverage their cultural strengths and adapt to market history can achieve long-term competitive advantage.

NEW QUESTION # 12
SIMULATION
Examine how an organisation can strategically position itself within the marketplace.

Answer:

Explanation:
How an Organization Can Strategically Position Itself in the Marketplace Strategic positioning is the process by which an organization differentiates itself from competitors and establishes a strong, sustainable presence in the market. It involves making key decisions regarding branding, pricing, customer engagement, and competitive advantage to attract and retain customers.
Below are the key strategies an organization can use to position itself strategically in the marketplace:
1. Competitive Strategy (Porter's Generic Strategies)
Organizations can use Michael Porter's Competitive Strategies to define their market position:
Cost Leadership - Competing on price by offering the lowest-cost products or services.
Differentiation - Offering unique, high-quality, or innovative products that stand out.
Focus (Niche Strategy) - Targeting a specific market segment with specialized products or services.
Example:
Aldi (Cost Leadership) keeps prices low by optimizing supply chains.
Apple (Differentiation) uses innovation and brand exclusivity to dominate the premium tech market.
Rolls-Royce (Focus Strategy) targets a niche luxury segment instead of mass markets.
2. Strong Branding and Market Perception
Organizations must build a strong brand identity to differentiate themselves. This includes:
 Consistent Branding - Using logos, colors, and messaging that reinforce identity.
 Emotional Connection - Telling a brand story that resonates with customers.
 Trust and Reputation - Delivering quality products and services to establish credibility.
Example:
Coca-Cola uses global branding to evoke happiness and refreshment, maintaining strong market dominance.
Tesla markets itself as an innovative, eco-friendly brand, appealing to environmentally conscious consumers.
3. Innovation and Product Development
To maintain a competitive edge, companies must invest in innovation and continuously improve their products/services.
 Technology Adoption - Implementing cutting-edge solutions (e.g., AI, automation).
 Customer-Centric Innovation - Developing products based on customer needs.
 First-Mover Advantage - Being the first to introduce groundbreaking products.
Example:
Amazon's AI-driven supply chain ensures fast deliveries and high customer satisfaction.
Netflix's streaming model revolutionized entertainment consumption, making it an industry leader.
4. Digital Transformation and Market Reach
Organizations can use digital tools and platforms to enhance their strategic positioning:
 E-commerce & Online Presence - Expanding reach beyond physical locations.
 Social Media & Influencer Marketing - Engaging with customers through digital channels.
 Data Analytics - Using customer insights to make strategic decisions.
Example:
Nike's e-commerce growth and direct-to-consumer (DTC) model strengthened its competitive position.
Zara's fast fashion strategy, driven by data analytics, allows quick response to trends.
5. Sustainability and Corporate Social Responsibility (CSR)
Modern consumers prefer brands that demonstrate social and environmental responsibility. Companies can differentiate themselves by:
 Sustainable Sourcing - Using eco-friendly materials and ethical suppliers.
 Corporate Ethics - Promoting fair labor practices and social initiatives.
 Carbon Footprint Reduction - Committing to green energy and carbon neutrality.
Example:
Patagonia's sustainability-first strategy attracts eco-conscious consumers.
Unilever's "Sustainable Living Plan" enhances brand loyalty through ethical business practices.
6. Strategic Partnerships and Market Expansion
Organizations can strengthen their market position through collaborations and global expansion:
 Mergers & Acquisitions - Gaining market share by acquiring competitors.
 Joint Ventures - Partnering with companies for mutual growth.
 New Market Entry - Expanding into emerging markets.
Example:

Google acquiring YouTube enhanced its presence in digital content.
Starbucks' partnership with Nestlé expanded its global coffee distribution.
Conclusion
Strategic positioning requires a clear understanding of competitive advantage, market needs, and innovative growth strategies. By leveraging cost leadership, differentiation, branding, innovation, digital transformation, sustainability, and partnerships, organizations can sustain long-term success in a competitive market.

NEW QUESTION # 13
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 # 14
SIMULATION
Evaluate the following approaches to strategy formation: intended strategy and emergent strategy

Answer:

Explanation:
Evaluation of Intended Strategy vs. Emergent Strategy
Introduction
Strategy formation is a critical process that determines how businesses achieve their objectives. Two contrasting approaches exist:
Intended Strategy - A deliberate, planned approach, where management defines a clear course of action.
Emergent Strategy - A flexible, adaptive approach, where strategy evolves in response to external changes.
Both approaches have advantages and constraints, and organizations often combine both to maintain strategic direction while adapting to market uncertainties.
1. Intended Strategy(Planned Approach to Strategy Formation)
Definition
An intended strategy is a structured, pre-planned approach where an organization sets long-term goals and develops a roadmap to achieve them.
□ Key Characteristics:
Clearly defined mission, vision, and objectives.
Top-down decision-making with structured implementation plans.
Focus on forecasting, market research, and competitor analysis.
Example:
McDonald's follows an intended strategy by expanding its franchise model using structured business plans and operational guidelines.
Advantages of Intended Strategy
✔ Provides a clear vision and direction - Ensures all departments align with corporate goals.
✔ Supports long-term resource allocation - Helps in budgeting and investment planning.
✔ Enhances risk management - Allows organizations to prepare for potential challenges.
✔ Ensures consistency - Ideal for stable industries with predictable market conditions.
Constraints of Intended Strategy
□ Inflexible in dynamic markets - Struggles with unforeseen changes (e.g., economic crises, technology shifts).
□ Can lead to missed opportunities - Focuses on execution rather than adaptation.
□ Slow response time - Delays decision-making in fast-changing industries.
Key Takeaway: Intended strategy works best in stable environments where long-term planning can be executed without major disruptions.
2. Emergent Strategy(Flexible & Adaptive Approach to Strategy Formation) Definition An emergent strategy is a responsive, flexible approach where businesses adapt their strategies based on real-time changes in the market.
□ Key Characteristics:
Strategy emerges from trial and error, experimentation, and learning.
Encourages bottom-up decision-making, allowing employees to contribute.
Focuses on short-term flexibility and continuous adjustments.
Example:
Amazon's move into cloud computing (AWS) was an emergent strategy, as it originally started as an online bookstore but adapted to market opportunities.
Advantages of Emergent Strategy
✔ Highly adaptable - Allows businesses to pivot in response to market shifts.
✔ Encourages innovation and experimentation - Promotes new ideas and flexible problem-solving.
✔ Reduces risk of failure - Companies can adjust strategies before fully committing to large-scale investments.
✔ Works well in unpredictable environments - Essential for industries like technology, fashion, and e-commerce.
Constraints of Emergent Strategy
□ Lack of clear direction - Can create confusion in organizations with no defined strategic goals.
□ Resource inefficiency - Constant adjustments may lead to wasted time and investment.
□ Difficult to scale - Unstructured decision-making can cause inconsistencies.
Key Takeaway: Emergent strategy is ideal for fast-changing industries where adaptability is more valuable than rigid planning.
3. Comparison: Intended Strategy vs. Emergent Strategy

Factor	Intended Strategy	Emergent Strategy
Approach	Pre-planned, structured strategy.	Flexible, evolving strategy.
Decision-Making	Top-down (executives decide).	Bottom-up (employees & market forces influence).
Response to Change	Slow & rigid – Focuses on execution.	Fast & adaptive – Adjusts to market conditions.
Best Used In	Stable environments with predictable trends.	Dynamic markets where uncertainty is high.
Example	Coca-Cola's long-term global expansion plan.	Netflix's shift from DVD rentals to streaming.

Key Takeaway: Most successful organizations blend both approaches, using intended strategy for stability and emergent strategy for adaptability.
4. Conclusion
Both intended and emergent strategies have strengths and weaknesses.
□ Intended strategy is best for structured, long-term growth in stable industries.
□ Emergent strategy allows for rapid adaptation in volatile markets.
□ Most businesses use a combination of both approaches, balancing planning with flexibility.
By integrating intended and emergent strategies, organizations can maintain stability while responding effectively to market changes.

NEW QUESTION # 15
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