

Exam L6M9 Testking & L6M9 Detail Explanation



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CIPS L6M9 Exam Syllabus Topics:

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

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

NEW QUESTION # 68

Strategic stocking decisions are likely to change under what circumstances? Select ALL that apply.

- A. There is a short lead time for the product
- B. Raw materials are vulnerable
- C. Changes in competitor activity
- D. Customer demand is low

Answer: B,C

Explanation:

Strategic stocking decisions change when external factors shift, such as a competitor going out of business (leading to increased demand) or a vulnerability in raw material supply (e.g., a bad harvest). Short lead times and low demand do not necessarily change stocking decisions but rather influence how stock is currently managed. (See p. 159)

NEW QUESTION # 69

Alexandra is the new Chief Procurement Officer at Wet Lettuce Incorporated, a manufacturing organisation that uses a tiered supply structure. She has asked to see the contracts with all the suppliers and has been told that it is not common practice to have contracts with the full range of suppliers. What should Alexandra do?

- A. Set up meetings with the tier-one suppliers and assess the contracts with these suppliers
- B. Amend the supply structure so that contracts are put in place with all suppliers
- C. Ensure contracts are immediately put in place with all suppliers within the tiered supply structure
- D. Do nothing-if it is not common practice within the organisation, she should not change things

Answer: A

Explanation:

Since Wet Lettuce Incorporated operates a tiered supply structure, it is common for contracts to be in place only with tier-one suppliers, while sub-contractors in lower tiers are managed by those suppliers. Instead of changing the entire structure, Alexandra should ensure that contracts and relationships with tier-one suppliers are well managed. (See p.195)

NEW QUESTION # 70

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

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

Answer: A,C,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 # 71

Ping Lin Ltd is a toy manufacturer based in China. The company has a complex supply chain involving raw material suppliers, retailers, international distributors, and logistics firms. Zeng, a Logistics Coordinator, has noticed irregularities in the ordering of materials in the lower part of the supply chain. Combined with irregular consumer buying patterns, this poses a risk to the organisation.

What is this phenomenon known as?

- A. The Butter Effect
- B. The Bullwhip Effect
- C. The Forrest Effect
- D. The Hierarchy Effect

Answer: B

Explanation:

The Bullwhip Effect describes how small changes in demand at the consumer level create larger variances in supply chain orders upstream. It leads to inefficiencies, overstocking, or shortages.

#Note: This is also known as the Forrester Effect (not "Forrest Effect"-that was a trick!). A famous real-world example occurred during COVID-19, when panic-buying caused toilet paper shortages.

For more insights, read #The Bullwhip Effect & Toilet Paper Shortages (See LO 1.1, p.12)

NEW QUESTION # 72

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	(Drop Procurement	(Drop Centralised
Function 3	(Drop Operations	(Drop Symmetrical
Function 4	(Drop Outbound	(Drop he Social
Function 5	(Drop Marketing and Sales	(Drop Asymmetrical

HR	Bureaucratic
Procurement	Centralised
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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

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