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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q27-Q32):

NEW QUESTION # 27

Which of the following relationship styles is the least collaborative?

- A. Transactional
- B. Arm's-length
- C. Outsourced
- D. Strategic alliance

Answer: B

Explanation:

On the relationship spectrum, arm's-length is a low-collaboration style (only adversarial is lower), characterised by limited information sharing and short-term focus. Short cited term: "relationship spectrum ...

arm's-length (low collaboration)" (L5M7 Study Guide, p.80).

Reference: CIPS L5M7 Study Guide, p.80.

NEW QUESTION # 28

Which of the following is an example of a closed-loop supply chain?

- A. A farm supplying milk to a dairy manufacturer
- **B. A retailer which accepts old phones to be given back to the manufacturer**
- C. The sale of second-hand cars at a retail outlet
- D. The extraction of diamonds from a mine sold to a jewellery manufacturer

Answer: B

Explanation:

A closed-loop supply chain returns used products to the chain for reuse/recycling/remanufacture. Short extract: "closed loop - products/materials re-enter the supply chain." (L5M7 Study Guide, pp.5-7) Reference: L5M7 Study Guide, pp.5-7.

NEW QUESTION # 29

A supply chain that has evolved to include multiple layers of interdependence on members both upstream and downstream is commonly known as what?

- **A. A Supply Network**
- B. A Supply Stream
- C. A Supply Web
- D. A Supply Net

Answer: A

Explanation:

The guide distinguishes a simple chain from a "supply network," emphasising multi-tier interdependencies.

Short extract: "supply networks reflect multiple interdependent tiers." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

NEW QUESTION # 30

An organisation with a market-orientated approach to competitive advantage would have which feature?

- **A. The customer comes first**
- B. Large workforce
- C. High expectations of staff
- D. Detailed specifications

Answer: A

Explanation:

A market-oriented approach centres on customer needs, designing offerings around satisfaction and experience rather than internal operations.

Short cited extract: "Market-oriented - focus on customer satisfaction and value creation." (L5M7 Study Guide, p.55)

Reference: CIPS L5M7 Study Guide, p.55.

NEW QUESTION # 31

Which of the following can have a detrimental effect on supply-chain relationships? Select TWO.

- A. Low spend
- B. Market segment

- C. Lack of feedback
- D. Mistrust

Answer: C,D

Explanation:

Relationship effectiveness is damaged by mistrust and poor feedback/communication. Spend level alone is not inherently harmful if expectations are aligned. Short cited terms: "trust," "communication/feedback" (L5M7 Study Guide, p.93).

Reference: CIPS L5M7 Study Guide, p.93.

NEW QUESTION # 32

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