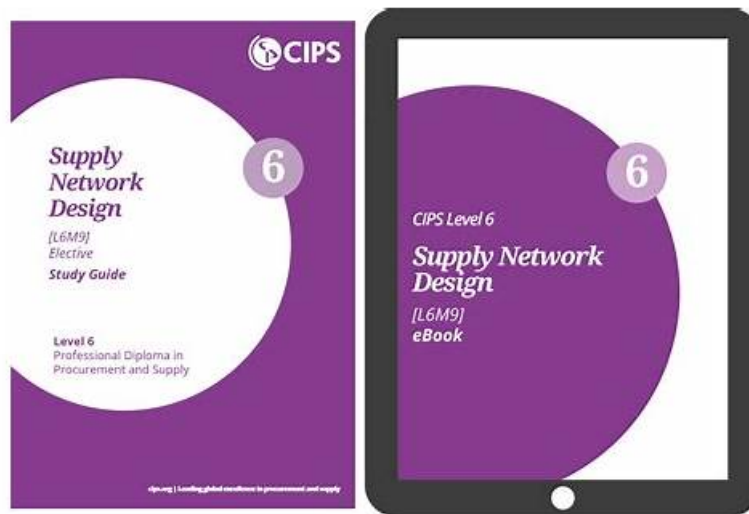


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CIPS L6M9 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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.
Topic 3	<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.

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CIPS Supply Network Design Sample Questions (Q10-Q15):

NEW QUESTION # 10

The Improvement Gap Analysis can be utilised to manage trade-offs in operational strategy. Which of the following is measured by the IGA? Select ALL that apply.

- A. Return on investment
- B. Churn rate
- C. Customer dissatisfaction levels
- D. Profit margin
- E. Customer return rate

Answer: C

Explanation:

The Improvement Gap Analysis measures customer dissatisfaction levels. It describes the current state of an organisation and what needs to be done to reach the desired state. The gap between these states represents customer dissatisfaction. The IPA matrix by Piccolo et al categorises dissatisfaction into four quadrants, helping organisations determine whether action is needed. (See p. 137)

NEW QUESTION # 11

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

Answer: A

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 # 12

Joy is a Senior Accountant at Big Fish Ltd. The organisation is a manufacturing company that specialises in sporting and camping goods such as tents, fishing rods, and archery equipment. These items are produced using imported raw materials from a variety of suppliers, many of whom are based in low-cost countries. Joy is assessing the extent to which the organisation may be vulnerable to cost increases and fluctuating currency values. What is Joy completing?

- A. Sensitivity Analysis
- B. Investment Appraisal
- C. Gearing Ratio
- D. Background Check

Answer: A

Explanation:

This is a sensitivity analysis-checking how sensitive the organisation is to changes in finance caused by price rises or currency fluctuations. (See p.165)

NEW QUESTION # 13

Scenario:

Five manufacturing organisations usedifferent order prioritisation methodsandworkflow patterns. Each company follows a uniquestrategy for order processingandworkflow structure.

For eachorganisation, select thecorrect Prioritisation MethodandPattern of Workflow.

Organisation	Prioritisation Method (Drag & Drop Options)	Pattern of Workflow (Drag & Drop Options)
Organisation 1	(Drop here)	(Drop here)
Organisation 2	(Drop here)	(Drop here)
Organisation 3	(Drop here)	(Drop here)
Organisation 4	(Drop here)	(Drop here)
Organisation 5	(Drop here)	(Drop here)

Prioritisation Method	Pattern of Workflow
Earliest Due Date	Make to Order
Similar Process	Configure to Order
Longest Processing Time	Engineer to Order
First In-First Out	Batch Production
HR Skill Requirement	Make to Stock

Answer:

Explanation:

Organisation	Prioritisation Method (Drag & Drop Options)	Pattern of Workflow (Drag & Drop Options)
Organisation 1	Earliest Due Date	Make to Order
Organisation 2	Similar Process	Configure to Order
Organisation 3	Longest Processing Time	Engineer to Order
Organisation 4	First In-First Out	Batch Production
Organisation 5	HR Skill Requirement	Make to Stock

Prioritisation Method	Pattern of Workflow
Earliest Due Date	Make to Order
Similar Process	Configure to Order
Longest Processing Time	Engineer to Order
First In-First Out	Batch Production
HR Skill Requirement	Make to Stock

Explanation:

A screenshot of a product list AI-generated content may be incorrect.

Organisation	Description	Correct Prioritisation Method	Correct Pattern of Workflow
Organisation 1	Products are made only after receiving orders. All items are identical and prioritised based on lead-time.	Earliest Due Date	Make to Order
Organisation 2	Customisable products. Orders are grouped based on characteristics.	Similar Process	Configure to Order
Organisation 3	Prioritises orders that take the longest to make. Each product is unique.	Longest Processing Time	Engineer to Order
Organisation 4	Produces the same item in small amounts annually. Orders are processed immediately and shipped the next day.	First In-First Out	Batch Production
Organisation 5	Low order numbers, but production continues in hopes of future sales. Different team members work on different products.	HR Skill Requirement	Make to Stock

NEW QUESTION # 14

Dan is an Operations Manager at a retail organisation. He is keen to understand more about the types of customers his organisation serves and has therefore devised new KPIs (key performance Indicators) with a customer-centric focus. He is particularly keen to understand which customer segments are providing the organisation with the highest ROI (return on investment). Which customer-centric performance measure should Dan look to introduce?

- A. Customer Retention Rate
- B. Churn Rate
- C. Net Promoter Score
- **D. Customer Lifetime Value**

Answer: D

Explanation:

#Customer Lifetime Value (CLV) measures the total amount a customer is expected to spend over their lifetime with a company, helping identify the most profitable customer segments.

#Other KPIs are not suitable for Dan's needs:

* Churn Rate: Measures customer loss over time.

* Net Promoter Score: Measures customer satisfaction and loyalty.

* Customer Retention Rate: Focuses on how many customers stay with the company but does not indicate ROI.

For more insights on CLV, visit: #Customer Lifetime Value - WallStreetMojo (See LO 2.2, p.97)

NEW QUESTION # 15

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