CIPS Level 5 – Advanced Diploma in Procurement and Supply

Achieving Competitive Advantage Through the Supply Chain [L5M7]

Sample Exam Questions (Objective Response)

The correct answer will be highlighted
Q1. When entering into cost plus pricing arrangements, agreeing which of the following with the supplier is the most important?

a. Discount values
b. Indexation
c. Mark-up
d. Rebate levels

LO: 3
AC: 3.2

Q2. A manufacturing organisation is under pressure from its shareholders to improve financial performance. The CPO has identified its six key strategic supplier relationships. The organisation works collaboratively with all of these six suppliers. Which of the following approaches will help to achieve the shareholders' wishes?

a. Risk-reward mechanisms
b. Supplier rationalization
c. Product aggregation
d. Open book costing

LO: 3
AC: 3.2

Q3. XTZ Chemicals (XTZ) wants to improve its profit margin on its major product lines. Because of competitive pressures XTZ cannot increase its pricing as this would result in lower sales volumes. It also knows that suppliers' costs are already very strictly managed. It will be negotiating with its key supplier and should aim for a reduction in which of the following?

a. The supplier's mark-up
b. The supplier's lead times
c. The supplier's minimum order quantities
d. The supplier's payment terms

LO: 3
AC: 3.3
Q4. Which of the following are most likely to lead to potential supply chain vulnerability?
   1. Lack of visibility of all stages
   2. Supplier’s new premises
   3. High dependency on a single supplier
   4. Supplier appoints new Account Director

   a. 1 and 2 only
   b. 1 and 3 only
   c. 3 and 4 only
   d. 2 and 4 only

   LO: 1
   AC: 1.2

Q5. Which of the following are most likely to feature within key performance indicators used to encourage supply chain improvements?
   1. Supply chain staff selection
   2. Supplier reduction
   3. Process improvements
   4. Quality enhancements

   a. 1 and 2 only
   b. 3 and 4 only
   c. 1 and 3 only
   d. 2 and 4 only

   LO: 2
   AC: 2.2
Q6 A category manager has been advised to use benchmarking to help identify areas for improvement to improve competitive advantage. Is this a valid approach?

a. Yes, benchmarking will identify best practice in the market

b. Yes, benchmarking will always identify improvement opportunities

c. No, benchmarking can only ever be used internally

d. No, competitor information cannot be gathered through benchmarking

LO: 2
AC: 2.4

Q7. Adopting a competitive approach with suppliers is generally reasonable where the buyer has supply options and the products are routine or leverage. Is this true?

a. No, collaboration is always the best approach

b. No, buyers should always be competitive to get the best deal

c. Yes, as long as there genuinely are other supply options

d. Yes, even for leverage products where there are no other supply options

LO: 3
AC: 3.3
Q8. Effective supply chain management can create added value for the organisation in which of the following ways. Select THREE that apply.

a. Quality improvements
b. Risk elimination
c. Reduction in total costs
d. Shorter time to market
e. Client retention
f. Customer recruitment

LO: 1
AC: 1.2

Q9. ANE Pharmaceuticals Group (ANEPG) has highly efficient operations. It is a very profitable organisation and its products are of very good quality. It prides itself on its organisation-wide focus on continuous improvement and customer focus. It continually seeks and implements improvements with opportunities taken to avoid waste and enhance quality. It introduced a Six Sigma approach some years ago and the philosophy has been adopted across the different functions within ANEPG. In adopting this approach, ANEPG’s improvement cycle is most likely to include which of the following stages?

1. Define
2. Measure
3. Reduce
4. Save

a. 1 and 2 only
b. 1 and 3 only
c. 2 and 4 only
d. 3 and 4 only

LO: 2
AC: 2.2

Learning outcome (LO)   Assessment criteria (AC)   The correct answer is highlighted
Q10. A major global corporation has a number of different and autonomous operating units.

Operational Unit 1 – has a management philosophy where all staff focus on achieving a high level of quality at the point of input, in other words the ethos is on ‘right first time’. In adopting this approach its senior management team is proud, as it claims, to have eliminated all waste.

Operational Unit 2 - implements processes designed to provide confidence that the right levels of quality will be achieved. It also has virtually reduced the need to hold inventories as it works in a highly integrated way with its key suppliers, which deliver stock precisely when required.

Operation Unit 3 – makes use of checks and other measures to ensure that quality standards are being met. This operational unit also works in a highly flexible way and so can respond very quickly to changes in the market.

Operational Unit 4 – uses physical audits to ensure compliance to quality standards has been achieved. This Unit has the closest supplier relationships working with some organisations on a joint basis, including risk-sharing. You are required to match the approach to quality and key area of focus to each Operational Unit.

Choose from these options and drag and drop your answers into the table below. [8]

You can only use each option once.

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<thead>
<tr>
<th>Key area of focus</th>
<th>Approach to quality</th>
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<tr>
<td>Agile</td>
<td>Quality assurance</td>
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<td>Lean</td>
<td>Quality control</td>
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<tr>
<td>Just-In-Time</td>
<td>Quality inspection</td>
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<td>Partnering</td>
<td>Total quality管理</td>
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<table>
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<th>Key area of focus</th>
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(The correct answer can be found below)

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<tr>
<th>Product</th>
<th>Porter’s Five Forces factor</th>
<th>STEEPLED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lean</td>
<td>Total quality management</td>
</tr>
<tr>
<td>2</td>
<td>Just-in-Time</td>
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LO: 2
AC: 2.1
Q11. Effective supply chain management has been proven to deliver which of the following direct benefits for the procurement organisation?

a. Higher share price.
b. **Improved quality.**
c. New suppliers.
d. Fewer stakeholders.

LO: 1  
AC: 2.1

Q12. Supply networks are now commonplace in some industries. They can include a complex structure of several different tiers of supply organisations, both upstream and downstream. The development of such supply networks has been facilitated mostly by which of the following?

a. Demographics  
b. Competition.
c. Regulation.
d. **Technology.**

LO: 1  
AC: 1.1
13. By applying an integrated supply chain management strategy added value can be achieved directly in which of the following competitive dimensions?
   1. Innovation.
   2. Brand positioning.
   3. Time to market.

a. 1 and 2.
b. 2 and 4.
c. 3 and 1.
d. 3 and 4.

LO 1
AC: 2.3

Q14. TQM (total quality management) is a philosophy that emphasises which of the following?
   1. Continuous improvement.
   2. Customer focus.
   3. Cost reduction.

a. 1 and 2.
b. 2 and 4.
c. 3 and 1.
d. 3 and 4.

LO: 2
AC: 1.1
Q15. Six Sigma focuses on using a scorecard approach to improving relationships with key suppliers. Is this correct?

a. Yes, it is designed to enhance supplier relationships.

b. No, it is an employee reduction philosophy based on technology.

c. Yes, the scorecard approach encourages supplier improvements.

d. **No, it is essentially a process improvement methodology.**

LO: 2
AC: 2.6

Q16. A ‘cost leadership’ strategy can be achieved by maximising savings and efficiencies throughout the supply chain. Is this correct?

a. No, such a leadership strategy can only be achieved by removing suppliers and producing in-house.

b. **Yes, if the supply chain is super-efficient then being the lowest cost producer is a realistic goal.**

c. No, other organisations will be using the same supply chains so leadership cannot be achieved.

d. Yes, by being efficient customer quality will also be improved and all supply risks will be eliminated.

LO: 3
AC: 1.1

Q17. Advantage can be achieved through which of the following? Select the TWO that apply.

a. International standards.

b. Stakeholder mapping.

c. **Brand image.**

d. Replicating competitor products.

e. Unique product features.

f. Compliance with regulation.

LO: 3
AC: 1.2
Q18. In a cost-plus arrangement, the price will include which of the following? Select the THREE that apply.

a. Agreed direct costs.

b. An agreed discount rate.

c. An agreed allocation of overheads.

d. An agreed mark-up.

e. Agreed index-linked formula.

f. An agreed rate of return.

LO: 3
AC: 2.1

Q19. Property Development Group (PDG) buys land and builds residential housing. Supplier performance has been an issue for PDG in recent years. So, it has been considering ways to incentivise improved levels of performance from its suppliers, as they often overrun in terms of costs and timescales. It is piloting an incentivisation scheme for all new suppliers. Some will be paid an additional pre-agreed sum on achieving specific contract milestones. Other suppliers will be incentivised to achieve savings which PDG will share with the supplier on a 50/50 basis. Which incentivisation methods is PDG piloting?

1. Rebate scheme.
2. Bonus payment.
3. Gain share.
4. Prompt payment.

a. 1 and 2.

b. 2 and 3.

c. 3 and 4.

d. 4 and 1.

LO: 3
AC: 2.3
Q20. ABC Engineering (ABCE) is conducting a review of its supplier base. It has identified four contracts, each has a different type of relationship and involves a different technique to maximise value. Relevant information is as follows:

Supplier 1 – The relationship is quite important to ABCE, but the focus is more short-term, although more than transaction-by-transaction. There is some trust and communication but less than ABCE has with its more important suppliers. This particular supplier is frequently quoting competitively for work. ABCE’s main focus is on minimising price by comparing what it pays with other prices in the market.

Supplier 2 – The relationship is one of ABCE’s most important, with a long-term strategic focus, built on trust and with regular communications. ABCE and the supplier work closely on numerous projects, on which they share common goals. Value is maximised by jointly exploring new ways of working and techniques for mutual benefit. They are currently testing new technology that would transform their supply chain.

Supplier 3 – The relationship with this supplier is very one-sided, driven purely by the needs of ABCE, as they arise. The supplier is only used for ‘routine’ items. There is no communication beyond order placing and conflict often arises. This conflict is driven in part by ABCE’s insistence on determining its costs in advance to help its budgeting and so there is no flexibility for the supplier if its own costs increase.

Supplier 4 – ABCE has a dependant relationship with this supplier, to provide assurance of supply for components which it regards as ‘bottleneck’. The contract is for a medium-term and the relationship with the supplier is good, with some trust and communication as would be expected in a contract where exclusivity exists. Recently, ABCE and the supplier agreed to work on a more open basis in terms of costs. They have agreed which costs will pass on to ABCE and the supplier is prepared to allow ABCE access to its financial data to verify the accuracy of these.

You are required, for each supplier, to determine the nature of each relationship and the technique used.

You can only use each option once.

<table>
<thead>
<tr>
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<th>Technique</th>
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<tbody>
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<td>Closer-tactical</td>
<td>Innovation</td>
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<td>Adversarial</td>
<td>Fixed pricing</td>
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<td>Single-source</td>
<td>Open book</td>
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<td>Partnership</td>
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LO: 1
AC: 4.1