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NEW QUESTION: 1

According to CIPS / Profex, which one of the following is not a connected stakeholder?
Select one.

- A. Shareholders
- B. Suppliers
- C. Customers
- D. Trade unions

Answer: D (LEAVE A REPLY)

The correct answer is trade unions, although I can think of a few trade union leaders who would like to think of themselves as being connected.

According to the Profex book for this subject, connected stakeholders 'are not part of the organisation, but have direct legal, contractual or commercial dealings' with a firm.

NEW QUESTION: 2

Spot the one which is one of the seven wastes.

- A. Refectories
- B. Defectives
- C. Defects
- D. Rejects

Answer: C (LEAVE A REPLY)

Defects, from Taiichi Ohno's work.

NEW QUESTION: 3

Which of the following describes a tender process run under a framework agreement where the tender only includes price and limited aspects of quality?

- A. Mini-competition
- B. Simple one-off purchase

- C. Leasing agreement
- D. Complex one-off purchase

Answer: A (LEAVE A REPLY)

NEW QUESTION: 4

Which of the following is a qualitative key performance indicator?

- A. To improve customer relationships by 20%
- B. To increase on-time in-full deliveries by 40%
- C. To reduce costs by 10% over a year
- D. To reduce the defect rate to below 25%

Answer: A (LEAVE A REPLY)

NEW QUESTION: 5

A xxxx team is a group of individuals brought together into a single team from different areas of the organisation.

Select one which best replaces xxxx.

- A. Cross-stitch
- B. Cross-organisational
- C. Cross-functional
- D. Cross-training

Answer: C (LEAVE A REPLY)

The answer is 'cross-functional'.

The term 'cross-functional' is used in your learning objectives and assessment criteria. You may wish to be clear as to what a cross-functional team is, and what its benefits are.

'Cross-organisational' would mean across separate organisations, which is not what the question is asking about.

NEW QUESTION: 6

Northern Province Authority (NPA) seeks to use market dialogue to improve the contract specification for a new procurement tender of a domestic waste collection contract. Which of the following topics would be appropriate for dialogue with potential suppliers?

- A. Contract terms
- B. Pricing proposals
- C. Human resourcing
- D. Service innovation

Answer: D (LEAVE A REPLY)

NEW QUESTION: 7

As part of a tender, which of the following are advantages that a purchasing organisation would expect to achieve by specifying that suppliers hold certification to an international environmental management standard, such as ISO 14001?

- * It provides assurance that bidders have achieved a common standard of practice
- * It provides a guarantee that any polluting suppliers will be unable to tender
- * The standard is recognisable to local and international bidders
- * It removes the need to conduct internal environmental training

- A. 3 and 4 only
- B. 2 and 4 only
- C. 1 and 2 only
- D. 1 and 3 only

Answer: D (LEAVE A REPLY)

NEW QUESTION: 8

Which of the following departments would be both internal customers and internal suppliers of an organisational procurement function? Select all that apply.

- A. Accounting and finance
- B. Legal department
- C. Human resources
- D. Information and communications technology

Answer: A,B,C,D (LEAVE A REPLY)

All options apply.

All of the named departments will both take and provide services from / to the procurement function.

NEW QUESTION: 9

Thinking of the cultural web (Johnson and Scholes), which of the following refers to the idea that past events will be recurrently discussed and kept alive by current employees telling newcomers, reinforcing certain aspects of culture?

- A. Rituals
- B. Stories
- C. Power structures
- D. Organisational structures

Answer: C (LEAVE A REPLY)

An easy one. 'telling' in the question surely gives the game away.

Stories are increasingly seen as being powerful within organisations, with many Chief Executives now receiving coaching on story-telling.

NEW QUESTION: 10

Within the overall philosophy of just-in-time production, a signalling system to indicate when the next stage of the production process needs output from the previous stage, is called:

- A. Heijunka
- B. Kaizen

C. Kanban

D. Lankan

Answer: C (LEAVE A REPLY)

A kanban system pulls product through the production process from the previous stage.

Kaizen means continuous improvement; heijunka is related to production scheduling and levelling; Lankan is a place in Sri Lanka, and elsewhere - it is unrelated to this course.

Kaizen, kanban and heijunka can be related to the notion of the implementation of change and im-provement.

NEW QUESTION: 11

In the application of price adjustment formulae, which of the following would be acceptable for a supplier to increase its selling price?

A. Rising incidence of defects

B. Rising share prices

C. Rising market expectations

D. Rising fuel costs

Answer: D (LEAVE A REPLY)

NEW QUESTION: 12

A local hospital has had to use a number of substitute cardiac pacemaker devices, due to poor delivery performance from its regular contracted cardiac equipment supplier. Which key performance indicators would be suitable to monitor the performance of the supplier in this area to help prevent the issue from reoccurring?

Select TWO that apply.

A. The results from a patient complaints survey

B. The minimum speed of response relating to invoice queries

C. The average lead time from order placed to receipt of devices

D. The percentage of on-time in-full orders received per month

E. The number of orders placed in the previous accounting period minus orders placed in the current period

Answer: (SHOW ANSWER)

Explanation:

NEW QUESTION: 13

In the Kubler-Ross Change Curve, which of these comes second?

A. Shock

B. Integration

C. Denial

D. Depression

Answer: (SHOW ANSWER)

The curve is: shock, denial, frustration and anger, depression, experimentation, decision, integration.

Therefore the answer to the question is 'denial'.

NEW QUESTION: 14

Which two of the following are 'soft' factors, within the framework of the 'McKinsey 7S' model?

- A. Strategy
- B. Systems
- C. Style
- D. Shared values

Answer: (SHOW ANSWER)

Shared values and style.

The other two shown being 'hard' ie more tangible factors.

Nobody said these tests were meant to be easy...

NEW QUESTION: 15

'Positivity' is about (choose one):

- A. A tendency to develop theories
- B. A 'can do' attitude
- C. Adopting a particular viewpoint
- D. Knowledge of electronics

Answer: B (LEAVE A REPLY)

This is a reference to the idea that by thinking positively, one can achieve more - by having a 'can do' attitude.

The other answers are puns on the word 'positivity'. More or less.

NEW QUESTION: 16

Which of the following are benefits of using model form contracts? Select TWO that apply.

- * Liability is greatly reduced for suppliers
- * Suppliers can renegotiate terms more easily
- * They improve contract consistency
- * They are widely accepted in certain industries

- A. 3 and 4
- B. 1 and 3
- C. 1 and 2
- D. 2 and 4

Answer: A (LEAVE A REPLY)

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NEW QUESTION: 17

A Key Performance Indicator (KPI) states "Measure the effort exerted by the project team to control costs throughout the contract duration." Is this KPI appropriate for measuring the management of contract costs?

- A. No, the metric is not sufficiently specific and measurable
- B. Yes, the KPI is achievable, relevant and time-bound
- C. Yes, increased efforts to control costs ensure that costs will be managed effectively
- D. No, the project team is not responsible for managing costs

Answer: A (LEAVE A REPLY)

NEW QUESTION: 18

A cross-functional team is created to help progress the development of a new product in a manufacturing business. Which two of the following activities are unlikely to be allocated to the representative from the accounting and finance function?

- A. To calculate anticipated sales demand at the target price
- B. Calculate the expected overall cost of the product
- C. Plan the recruitment of additional staff and training of them
- D. Check that the expected cost provides a suitable profit margin

Answer: (SHOW ANSWER)

Calculating sales demand is likely to be a sales / marketing activity; planning the recruitment / training of staff is likely to be a human resources activity.

The other two activities shown are likely to be right up accounting and finance's street.

NEW QUESTION: 19

A key performance indicator (KPI) that records the frequency and timeliness of goods arriving at a warehouse is related to which of the following?

- A. Delivery
- B. Defects
- C. Price
- D. Product

Answer: (SHOW ANSWER)

NEW QUESTION: 20

In the Kubler-Ross Change Cycle, two of the elements can be combined to form one, which is called 'acceptance'.

Which two elements combine into this notion of 'acceptance'?

- A. Denial
- B. Decision
- C. Depression
- D. Experimentation

Answer: (SHOW ANSWER)

'Experimentation' (experimenting with the change) and 'Decision' (essentially deciding to accept the change) together form 'acceptance'.

NEW QUESTION: 21

Continuous improvement - making small changes in operations and activities in a never-ending way - is called in Japanese:

- A. Zazen
- B. Paisan
- C. Chozen
- D. Kaizen

Answer: D (LEAVE A REPLY)

Kaizen - continuous improvement.

Small changes.

The other answers are essentially unrelated and facetious.

NEW QUESTION: 22

Responsibilities within a procurement function can be split into strategic, tactical or operational. Which of the following would usually be seen as operational? Choose two.

- A. Preparing purchase orders
- B. Establishing long-term partnership relations with key suppliers
- C. Expediting
- D. Preparing specifications

Answer: A,C (LEAVE A REPLY)

Establishing long-term relationships can be seen as a strategic activity; preparing specifications is tactical work; issuing POs and expediting are normally operational activities.

NEW QUESTION: 23

Peter Kraljic first published his Portfolio Purchasing Model in a paper entitled 'Purchasing Must Become Supply Management' in the Harvard Business Review in September of which year?

- A. 1943

- B. 2013
- C. 1983
- D. 2003

Answer: (SHOW ANSWER)

It was in 1983.

The original paper is available for purchase for a very modest fee from the Harvard Business Review website.

The original paper is lucid, thought-provoking and in my opinion desirable reading for anyone who wishes to seriously learn about procurement. Especially tutors of procurement - ask your CIPS tutor if they've read the original work!

If you're having trouble understanding what some of all this 'Kraljic talk' is about, treat yourself for \$5 to the original work - the matrix has since been much discussed and developed, but is widely misunderstood, even by many who should know better. Professor Kraljic will appreciate the royal-ties. :)

NEW QUESTION: 24

Which of the following would be included in a contract to ensure satisfactory outcomes are delivered?

- A. Letter of intent
- B. Key performance indicators
- C. Modern slavery declaration
- D. Purchase order

Answer: B (LEAVE A REPLY)

NEW QUESTION: 25

John is a new procurement manager who has recently joined Smiths Facilities Management Ltd. The company provides maintenance services through the utilisation of subcontractors. It is experiencing a number of issues with its supply chain which has resulted in customer complaints, and John would like to introduce service level agreements (SLA) to some of its key providers. Which of the following should be included?

- * How often the service will be provided
- * The procedures to be followed to resolve disputes
- * The qualifications needed by staff providing the service
- * The stock maintained by the subcontractor

- A. 1, 3 and 4 only
- B. 2, 3 and 4 only
- C. 1, 2 and 3 only
- D. 1, 2 and 4 only

Answer: C (LEAVE A REPLY)

NEW QUESTION: 26

According to CIPS / Profex, which of the following are not external stakeholders? Select two.

- A. Lenders, such as banks
- B. Shareholders
- C. Trade unions
- D. The media

Answer: A,B (LEAVE A REPLY)

Lenders such as banks, and shareholders are connected stakeholders, thus they are not external.

The media and trade unions are external.

NEW QUESTION: 27

'I have my doubts about that'.

- A. 'I'm not so sure'.
- B. A realist
- C. A fellow traveller
- D. A skeptic
- E. A cynic

Answer: D (LEAVE A REPLY)

The answer is someone who is skeptical - they're not completely cynical, but they're not too sure.

Also spelt: 'sceptic'.

NEW QUESTION: 28

It is said that society is undergoing the 'fourth industrial revolution'. Which description most close-ly defines this idea?

- A. The development of equalities thinking, respect for others, reduced working hours, working from home, discussion of a universal basic income
- B. The use of electric power to create mass production
- C. The bringing together of various technologies, such as artificial intelligence, efficient energy storage, 3D printing, quantum computing, etc
- D. The use of outsourcing, low-cost labour, offshoring and modern slavery

Answer: C (LEAVE A REPLY)

The bringing together of various technologies, such as artificial intelligence, efficient energy storage, 3D printing, quantum computing, etc.

The correct answer shown defines nicely the characteristics of the radical changes being brought about during the fourth industrial revolution.

The other answers may, to a greater or lesser extent, be changes in modern society, but they do not represent Industry 4.0

NEW QUESTION: 29

'Processes can be improved simply by organising the work in a way that means people have to move around less'. Which 'waste' is being described here?

- A. Motion
- B. Waiting
- C. Overproduction
- D. Transportation

Answer: A (LEAVE A REPLY)

Motion.

The science of ergonomics can help with this.

NEW QUESTION: 30

Workers are naturally lazy. They lack ambition. They must be controlled.

- A. Theory X
- B. Theory Y

Answer: A (LEAVE A REPLY)

Theory X.

One needs to simply memorise which is which.

A worker dislikes being at work.

(I try)

NEW QUESTION: 31

'A person who is reliable in seeing a task through to the end'. From the 'doing / acting' section, which of the Belbin team roles is being described here?

- A. (An easy one - perhaps too easy)
- B. Shaper
- C. Completer / finisher
- D. Implementer

Answer: (SHOW ANSWER)

Completer / finisher.

'seeing a task through to the end' gives the game away.

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NEW QUESTION: 32

Which one of the following is not part of John Adair's 'action-centred leadership' model?

- A. Task
- B. Individual
- C. Team
- D. Product

Answer: (SHOW ANSWER)

Product is not included in Adair's model.

Adair's simple model is great and can be a useful way of seeing things in the real world.

Learn it.

Individual, task, team - what could be simpler?

NEW QUESTION: 33

If the speed of change was incremental, and the extent of change was realignment, what single term might we use to describe this change?

- A. Evolution
- B. Adaptation
- C. Revolution
- D. Reconstruction

Answer: (SHOW ANSWER)

The correct answer is adaptation.

NEW QUESTION: 34

Peter Scholtes developed a matrix which looks at the relationship between how much a leader is perceived to care, and how competent the leader is perceived to be. This matrix is often called the 'trust matrix'.

Based on Scholte's Trust matrix, which of the following terms would apply to a leader that the team thinks cares a lot, and is also very capable?

- A. Trust
- B. Distrust
- C. Affection
- D. Respect

Answer: (SHOW ANSWER)

This is regarded as the most effective place to be on the matrix, and it is labelled 'trust'.

In other words, the team trusts the leader a great deal because the leader is both competent and cares.

NEW QUESTION: 35

'The individual does not believe that the change is really happening and looks for evidence that it is not true'.

Which stage of the Kubler-Ross model does this describe?

- A. Depression
- B. Frustration and anger
- C. Shock
- D. Denial

Answer: D (LEAVE A REPLY)

Denial - disbelief that whatever it is has actually happened.

The other answers shown are part of the Kubler-Ross cycle which is: shock, denial, frustration and anger, depression, experimentation, decision, integration.

NEW QUESTION: 36

The creation of the internet / world wide web is an illustration of what kind of turbulence within the environment?

- A. Technological
- B. Market
- C. Competitive

Answer: (SHOW ANSWER)

Technological turbulence creating in its turn, both competitive and market turbulence.

NEW QUESTION: 37

As a result of a global pandemic, a local hospital is facing significant patient capacity pressures and would like the construction of a new 50-bed ward to be prioritised and fully operational at the earliest opportunity.

Which of the following pricing arrangements would support this aspiration?

- A. Incentivised contract pricing
- B. Penetration contract pricing
- C. Fixed price economic adjustment pricing
- D. Time and materials arrangement pricing

Answer: A (LEAVE A REPLY)

NEW QUESTION: 38

A school has a contract for the supply of fruit for break time. The school needs the fruit delivered by 10 am every morning to be served at 10:30 am. How would this best be covered in a commercial agreement?

- A. Contractual term
- B. Sales of Goods Act 1974
- C. Pricing schedule
- D. Note on each purchase order

Answer: A (LEAVE A REPLY)

NEW QUESTION: 39

'A person may exert power on the basis of their formal authority or status' Which of the French and Raven sources of power is being described here?

- A. Reward
- B. Referent
- C. Legitimate
- D. Expert

Answer: C (LEAVE A REPLY)

The Chief Executive has power because they are in the post of the Chief Executive.

The Head of Procurement has power because they carry that job title.

They may also have other sources of power such as expert power, or charisma, but the correct re-sponse to the question is 'legitimate'.

'Coercive' and 'informational' can also be sources of power not shown in the question.

NEW QUESTION: 40

The Mendelow matrix deals with:

- A. Level of profit and market risk
- B. Market share and market growth
- C. Products and markets (new or established)
- D. Power and interest of stakeholders

Answer: D (LEAVE A REPLY)

NEW QUESTION: 41

'XXX theories of leadership are now largely discredited as a means of identifying team leaders'.

This quotation comes from the Profex Publishing textbook for this subject. Which word has XXX replaced?

- A. Trait
- B. Tres
- C. Tait
- D. Tray

Answer: A (LEAVE A REPLY)

Trait.

The trait theory of leadership is the idea that successful leaders have particular personal traits (char-acteristics) which have enabled them to become effective leaders. 'A born leader', etc. Winston Churchill, V I Lenin, Laurens van der Post, and such like.

The view now is that leadership is more likely to be taught or trained, resulting in effective leaders.

NEW QUESTION: 42

Fear of the unknown, peer pressure, organisational politics are examples of reasons why people might:

- A. Invest in a corporation
- B. Resist change
- C. Resist promotion
- D. Take up procurement as a career

Answer: B (LEAVE A REPLY)

The mood of the question is that something is to be resisted rather than encouraged - the other three options - investment, procurement and promotion are often seen as positives, not negatives.

The answer is 'resist change' - many humans find change very challenging, especially as there seems to be so much of it around.

NEW QUESTION: 43

'A person who is reliable in seeing a task through to the end'.

Which of the Belbin team roles is being described here?

(An easy one - perhaps too easy)

- A. Implementer
- B. Shaper
- C. Completer / finisher

Answer: C (LEAVE A REPLY)

Completer / finisher sees the task through to the end.

A scarce resource, in my experience...

NEW QUESTION: 44

Which of the following are implied terms in a contract? Select TWO that apply.

- A. Sale by description
- B. Right to sell the goods (ownership)
- C. Time of performance
- D. Passing of risk
- E. Passing of title

Answer: A,B (LEAVE A REPLY)

NEW QUESTION: 45

Goals should be either / or (choose two):

- A. SMARTIES
- B. SMARTA
- C. SMART
- D. SMARTLY

Answer: B,C (LEAVE A REPLY)

Specific, measurable, achievable, realistic, time-bound, and possibly actionable or accountable.

'Smartly' is an adverb which is not relevant, and for those who don't know, 'Smarties' are a branded chocolate sweet.

NEW QUESTION: 46

Tiger Rolls Bakery is a small local baker requiring a continuous supply of flour and butter for their products.

These items are in plentiful supply, due to the standardised nature of the items, they are bought regularly on a spot purchase approach from a range of market suppliers. Tiger Rolls Bakery has an electronic purchase order system that they use to place orders with the suppliers. On the back of each purchase order issued, Tiger Rolls Bakery includes a copy of their commercial contracting terms.

Which of the following describes the Tiger Rolls Bakery commercial contracting terms?

- A. Innominate terms and conditions
- B. Standard terms and conditions
- C. Bespoke contract conditions
- D. Model form contract terms

Answer: (SHOW ANSWER)

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NEW QUESTION: 47

Continuous improvement - making small changes in operations and activities in a never-ending way - is called in Japanese:

- A. Zazen
- B. Kaizen
- C. Chozen
- D. Paisan

Answer: (SHOW ANSWER)

It's 'kaizen'.

This links to notions of JIT, lean, total quality management, etc.

The other answers shown are not relevant to this course.

NEW QUESTION: 48

Prior to circulating the service specification to a tendering supplier, it is good practice for the purchasing organisation to request completion of a non-disclosure agreement. Is this statement correct?

- A. No, because the non-disclosure agreement has no legal standing
- B. No, because the non-disclosure agreement only applies after contracting
- C. Yes, because the non-disclosure agreement encourages transparent bidding
- D. Yes, because the non-disclosure agreement protects intellectual property

Answer: (SHOW ANSWER)

NEW QUESTION: 49

A publication which sets out how the buying organisation wishes to trade with suppliers, including, for example, standard terms and conditions of business, packaging and transportation requirements, as well as, for example, delivery requirements. This is called a:

- A. Supplier manual
- B. Warehouse manual
- C. Procurement manual
- D. Purchasing manual

Answer: A (LEAVE A REPLY)

The supplier manual will advise suppliers how they should interact with the buying organisation.

A procurement manual will tell people inside the organisation what they need to do to be buying effectively - a buyer's rulebook, effectively. Similarly for a purchasing manual, and fairly obviously, a warehouse manual will provide guidance on how things should be done inside a warehouse.

NEW QUESTION: 50

Where there is transformational change coupled with a rapid rate of change ('big bang'), is this:

- A. Evolution
- B. Reconstruction
- C. Adaptation
- D. Revolution

Answer: (SHOW ANSWER)

This a description of Revolution.

The other answers shown may be the subject of other questions in this test.

NEW QUESTION: 51

Which two of the following could not be classified as internal triggers for change? A change of:

- A. Major customer

- B. Leadership
- C. Legislation
- D. Profitability

Answer: A,C (LEAVE A REPLY)

Both a major customer changes and legislation changes cannot be seen as being internal - they are clearly external. Leadership is obviously internal, and profitability is in theory at least, largely de-termined by management.

NEW QUESTION: 52

Which of the following approaches could a purchasing organisation use to reduce the level of detail in a specification, without increasing the risk of an unsuccessful procurement process?

- * Increase the use of acronyms and abbreviations
- * Cross-refer to recognised industry standards
- * Require tendering suppliers to propose specifications
- * Provide samples to demonstrate the requirements

- A. 2 and 3 only
- B. 1 and 4 only
- C. 1 and 3 only
- D. 2 and 4 only

Answer: A (LEAVE A REPLY)

NEW QUESTION: 53

Which of the following are key performance indicators (KPIs) that could be used to monitor the safety of a workplace? Select TWO that apply.

- A. A calculation of the number of injuries sustained per number of hours worked
- B. The number of non-routine maintenance call-outs per month
- C. The number of reported accidents and incidents per month
- D. The number of orders and deliveries for personal protective equipment (PPE)

Answer: A,C (LEAVE A REPLY)

NEW QUESTION: 54

Which of the following would be suitable general key performance indicators (KPIs) for monitoring supplier performance? Select THREE that apply.

- A. Delivery on time
- B. Financial reports
- C. Quality performance
- D. Cost management
- E. Length of contract
- F. Defining requirements

Answer: (SHOW ANSWER)

Explanation:

NEW QUESTION: 55

CIPS believes that it is good practice for different staff members to be responsible for three key activities in procurement (specifying / requisitioning; sourcing / contracting; authorising payment), in order to reduce the likelihood of malpractice, and to do what is in the best interests of the organisation. Select two of the following terms which this principle is known by.

- A. Segregation of duties
- B. Separation of duties
- C. Severance of duties
- D. Synthesis of duties

Answer: (SHOW ANSWER)

Segregation or separation of duties - making different people / line managers responsible for different stages of the process, making it less likely that fraud can occur.

NEW QUESTION: 56

A functional organisation structure can lead to a 'xxxx' effect whereby employees do not communicate effectively horizontally across the structure with each other. Choose one to replace 'xxxx'.

- A. Silo
- B. Ratio
- C. Halo
- D. Oreo

Answer: (SHOW ANSWER)

It's a 'silo effect'. Essentially this is about 'walls' being unintentionally created between functions of the organisation. Silos in the original sense are used for storing grain (tall thin buildings, common in the American mid-West); more recently for storing military missiles. In the organisation this lack of ease in communicating can dent the performance of the organisation.

The other answers offered are irrelevant with Oreo being a type of 'much loved' American biscuit.

So anyway, 'silo'.

NEW QUESTION: 57

According to CIPS, which of the following are not included in the five 'rights' of procurement and supply?

- A. Goods
- B. Source
- C. Manner

Answer: (SHOW ANSWER)

All three of them.

CIPS appears to have excluded these three possible candidates for inclusion, concentrating instead on quantity, quality, price, place, time.

Or QQPPT.

NEW QUESTION: 58

A construction company wishes to place the contract for the building of a new hotel with a principal contractor using a model form contract. Which of these is an advantage of using a 'model form contract'?

- A.** It avoids the requirement to create complex contracts each time but can be adapted to suit particular circumstances
- B.** Incentive payment terms can be included to reward the supplier for attainment of cost savings
- C.** Legal advice is still required if significant amendments or variations are to be made to the contract
- D.** Formulae or indices can be included to assess any additional supplier's claims for contract price adjustment

Answer: A (LEAVE A REPLY)

Explanation:

NEW QUESTION: 59

Daryl was expecting some spare parts to arrive from abroad by air freight. He hears on the news that flights have been delayed due to an ash cloud from a volcano that has erupted. Which contract provision is likely to deal with this scenario?

- A.** Confidentiality
- B.** Caveat emptor
- C.** Warranties
- D.** Force majeure

Answer: D (LEAVE A REPLY)

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