

L4M1的中率、L4M1模試エンジン

CIPS L4M1 - Question & Answer 2024 with complete solutions

O1. Outline FIVE differences between purchasing goods and purchasing services. - ANSWERS1. Goods are tangible, services are intangible:

2. Services cannot be separated from their supplier:
3. Heterogeneity: goods are usually uniform in nature while services are unique at each delivery
4. Services 'perish' immediately on delivery whereas goods can be stored until required
5. Products are easier to specify, being tangible

O2. Explain THREE circumstances in which a competitive tendering exercise might not be the best approach to making a purchase. - ANSWERS1. Urgency

2. Commercial confidentiality or national security (e.g. military organisations):
3. Value of the purchase:
4. Production costs cannot be measured accurately:
5. Price is not the only criterion for supplier selection and contract award
6. Intellectual Property Rights and monopoly

O2. Describe TWO e-sourcing tools and their use in procurement and supply. - ANSWERS1. E-Catalogues

2. E-Tendering
3. E. Auction
4. Reverse Auctions
5. Online supplier evaluation data

O3. Explain the role of a shared services unit (SSU). - ANSWERS1. SSUs reflect a desire to centralise and share services

The shared service provider becomes a dedicated provider of services such as; finance, HR, IT and procurement which continue to be provided internally
An SSU manages costs and quality SLAs to demonstrate value for money.

P.S.ShikenPASSがGoogle Driveで共有している無料の2026 CIPS L4M1ダンプ: <https://drive.google.com/open?id=1RpYkWnWAblllHJk3O3XAunfrvjnB4ojP>

従来の見解では、L4M1練習資料は、実際の試験に現れる有用な知識を蓄積するために、それらに多くの時間を割く必要があります。ただし、CIPS Level 4 Diploma in Procurement and SupplyのScope and Influence of Procurement and Supply学習に関する質問はその方法ではありません。以前のL4M1試験受験者のデータによると、合格率は最大98~100%です。最小限の時間と費用で試験に合格するのに役立つ十分なコンテンツがあります。CIPS Level 4 Diploma in Procurement and Supply準備資料の最新コンテンツで学習できるように、当社の専門家が毎日更新状況を確認し、彼らの勤勉な仕事とL4M1専門的な態度が練習資料にScope and Influence of Procurement and Supply品質をもたらします。CIPS Level 4 Diploma in Procurement and Supplyトレーニングエンジンの初心者である場合は、疑わしいかもしれませんが、参照用に無料のデモが提供されています。

CIPS L4M1 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<ul style="list-style-type: none">• Public, private, charity, not-for-profit, manufacturing, retail, construction, financial, agriculture, and service sectors. It also covers analyzing the impact of the public sector on procurement and supply chain activities public sector objectives, regulations, competition, accountability, and value for money. It finally covers the impact of the private sector on procurement or supply chain activities.

トピック 2	<ul style="list-style-type: none"> Understand and analyse the added value through procurement and supply chain management: This section of the exam measures skills of supply chain managers related to identifying added value outcomes in procurement and supply and evaluating cost savings, service improvements, and innovations contributions. It also measures procurement and supply processes that contribute to added value.
トピック 3	<ul style="list-style-type: none"> Procedures, strategies, manuals, and internal function involvement.
トピック 4	<ul style="list-style-type: none"> Understand and analyse aspects of organisational infrastructure that shape the scope of procurement and supply chain functions: This section measures that skill of supply chain strategists and organizational analysts in understanding corporate governance, documented policies, accountability, and ethics. It also covers the impact of organisational policies and procedures on procurement and supply
トピック 5	<ul style="list-style-type: none"> Understand and analyse the need for compliance: This section measures skills of compliance officers and sector-specific procurement managers in understanding different economic and industrial sectors such as

>> L4M1的中率 <<

一生懸命にL4M1的中率 & 合格スムーズL4M1模試エンジン | 権威のあるL4M1資格トレーニング

今日、社会での競争はより激しく、専門知識がなければ競争で有利な地位を占めることができず、除かれることもあります。テストL4M1認定に合格すると、一部の分野で有能になり、労働市場で競争上の優位性を獲得できます。L4M1学習教材を購入すると、L4M1テストにスムーズに合格します。当社CIPSの製品は多くの利点を高め、テストの準備をするのに最適です。L4M1学習準備は、一流の専門家チームによってコンパイルされ、実際の試験と密接にリンクしています。

CIPS Scope and Influence of Procurement and Supply 認定 L4M1 試験問題 (Q20-Q25):

質問 # 20

Explain the main differences between the Public Sector and the Private Sector (25 marks)

正解:

解説:

See the solution in Explanation part below.

Explanation:

Bottom of Form

Top of Form

- This is an open question. You could really talk about anything. Here's some ideas of content:

Public Sector	Private Sector
Driver - achieve defined service levels	Driver - profitability
Diverse Stakeholders	Less Stakeholders
Strict Regulation and Public Accountability	Less regulation and public accountability
Procurement is driven by achieving value for money - three EEs	Procurement is driven by Brand Values (e.g., quality, CSR, innovation)
Suppliers kept at arm's length	Suppliers seen as essential collaborators
Strategy is always open competition	Strategy can include ESI, partnerships

Example Essay

The public and private sectors, while both essential to a nation's economy, operate under different paradigms, primarily due to their distinct drivers, stakeholders, regulations, procurement aims, and supplier relationships.

Drivers

The most fundamental difference lies in their drivers. Private sector organizations are primarily profit-driven; their existence hinges on their ability to generate profits. This profit influences their strategies, operations, and overall objectives. Conversely, public sector organizations are not driven by profit. Funded by taxpayer money, their primary objective is to deliver services effectively and efficiently to the public. Their success is measured not in financial terms, but in how well they meet the service levels required by the

citizens who finance them through taxes.

Stakeholders

The range and influence of stakeholders in the two sectors also differ markedly. In the public sector, the stakeholder base is much broader, encompassing every member of society who interacts with or benefits from public services like healthcare, policing, and road maintenance. However, these stakeholders typically have less power to influence policy or practices. In contrast, stakeholders in the private sector, such as shareholders and customers, often have a more significant influence on company policies and practices. The private sector's narrower stakeholder base allows for more direct impact and influence from these groups.

Regulations

Regulations in the public sector are generally more stringent than in the private sector. Public sector entities, governed by regulations like PCR 2015, must demonstrate sound procurement practices and are accountable to society at large. This contrasts with the private sector, where companies have more latitude in choosing suppliers and are not obliged to justify their decisions publicly. The private sector faces fewer regulatory constraints, allowing for more flexibility in business decisions.

Procurement Aims

Procurement in the public sector is guided by the principles of efficiency, economy, and effectiveness, often summarized as the '3 Es'. The focus is on achieving value for money, considering both quality and price. In contrast, private sector procurement is more diverse in its aims, reflecting the organization's specific goals, which could range from profit maximization to innovation or sustainability. The private sector's procurement decisions are more closely aligned with the organization's unique values and objectives.

Supplier Relationships

Finally, the nature of supplier relationships differs significantly between the two sectors. The public sector is mandated to maintain a certain distance from its suppliers, ensuring equal treatment and open competition, as dictated by regulations like the PCR. This contrasts with the private sector, where companies are free to develop closer, more strategic relationships with preferred suppliers. The private sector can engage in practices like partnerships and Early Supplier Involvement, which are typically not permissible in the public sector due to the need for impartiality and fairness.

In summary, while both sectors aim to deliver services or products effectively, the public sector's focus on service delivery for the public good, stringent regulations, broad stakeholder base, and specific procurement principles, sets it apart from the private sector's profit-driven, flexible, and more narrowly focused approach.

Tutor Notes

- At Level 4 the questions are usually explain or describe, so don't worry too much about doing an in depth 'compare and contrast' style of answer. They don't expect that level of detail here. Simply saying Public Sector does X and Private Sector does Y is all you need.
- I have mentioned PCR 2015 - if you're taking this exam in 2025 you may need to update this reference with the new regulations.
- LO 4.3 p.220 / p. 226

質問 # 21

Explain, with examples, the three different ways one can categorise procurement spend: direct vs indirect, capital expenditure vs operational expenditure and stock vs non-stock items. (25 points)

正解:

解説:

See the solution in Explanation part below.

Explanation:

The knowledge to remember:

A table with text on it Description automatically generated

Direct	Indirect
Incorporated into goods, raw materials, components and WIP	ancillary item; MRO supplies
effects customer satisfaction and reputation	no effect on customer satisfaction
relationship with supplier is collaborative and long-term	relationship is one off, transactional
objective = continuity of supply	objective = take advantage of promotions
carried out by procurement - high risk	may be carried out by end user- low risk
In Accounting included as 'cost of goods sold'	considered an overhead
Part of Porter's Value Chain	Support Activities of the business

Operational Expenditure	Capital Expenditure
day-to-day costs - consider 5 Rights	one off cost- consider TCO and buy vs lease
Spec more conformance regular purchasing	Spec more performance one off purchase
supplier relationships more important- bulk buying, collaborative	supplier relationships not important as one off - transactional
item could fall anywhere on Kraljic matrix	item is strategic- high value and high risk (Kraljic)
Supply chain risks are great	less supply chain risk
may have preferred supplier list	use full tender to procure
doesn't require justification to purchase as core requirement for business to function	may require justification for purchasing; feasibility study, business case, work out payback period etc

Stock	Non-Stock
Buy to put in inventory	Buy to use straight away
Retail	Lean Manufacturing / JIT
Stock to forecasting - order sunglasses in Feb to sell in Summer	Stock to order - ordered when required e.g., in Construction - items incorporated straight away
Has stock holding costs	Use economic Order Quantities to minimise stock holding costs
Risks if item becomes obsolete (perishable)	Risks if order quantity isn't correct or issues with supply chain

Essay Plan :

Remember to include examples for each of the six categories of spend. This is specifically asked for in the question so it's important to include as many examples as you can. To do this you could take an example organisation such as a cake manufacturer and explain which of their purchases would fall into each category and why.

Introduction - explain why procurement categorises spend

- Direct - these are items that are incorporated into the final goods (the cakes) so would include raw materials such as flour, eggs, sugar etc

- Indirect - these are items that the company needs, but don't go into the end product. For example, cleaning products and MRO supplies for the machines

- Capital Expenditure- these are large one-off purchases, such as buying a new piece of equipment such as a giant oven to cook the cakes.

- Operational Expenditure - these are purchases that are required to ensure the business can function day-to- day. They may include PPE for the workers in the factory and cleaning equipment

- Stock items - these are items procured in advance and held in inventory until they are needed. In a cake manufacturing factory this could be PPE for staff such as hairnets and gloves. The organisation will buy these in bulk and keep them in a stock cupboard, using these as and when they are required

- Non- stock items - items that are not stored and used right away. An example would be eggs- these will need to be put directly into the cakes as they would go off if bought in advance.

Conclusion - the categories are not mutually exclusive - an item can be direct and operational, or indirect and stock. Different companies may use different systems to classify items of spend.

Example Introduction and Conclusion

Introduction

Procurement categorizes spend to efficiently manage resources and make strategic decisions. Three primary ways of categorizing procurement spend include distinguishing between direct and indirect spend, classifying expenditures as capital or operational, and categorizing items as stock or non-stock. These distinctions aid organizations in optimizing their procurement strategies for better resource allocation.

Conclusion:

In conclusion, categorizing procurement spend into direct vs. indirect, capital vs. operational, and stock vs. non-stock items is essential for strategic resource management. While these categories provide a structured framework, they are not mutually exclusive, as an item can fall into multiple categories. For example, an item may be both direct and operational or indirect and stock. The flexibility of these categories allows organizations to tailor their procurement strategies based on their specific needs, ensuring efficient resource allocation and effective supply chain management. Different companies may adopt varying categorization approaches depending on their industry, size, and operational requirements.

Tutor notes:

- Because you've got 6 categories of spend to talk about you're only going to need 3-4 sentences for each.

Providing you've said the category, explained what it is and given one example, you'll absolutely fly through this type of question

- You could also mention that it is useful to use categories of spend as this helps with budgeting. Different categories may also have different processes to follow for procuring the item (this could form part of your introduction or conclusion).

- This subject is LO 1.3.2 it's quite spread out in the text book but the main info is on p.49

- Note- different companies/ industries classify items of spend differently. Particularly packaging and salaries.

Some say they're direct costs and some say they're indirect costs. Honestly, it's a hotly debated subject and I don't think there is a right or wrong. I'd just avoid those two examples if you can and stick to ones that aren't as contentious like eggs and PPE.

質問 # 22

Explain how the new procurement department can use the CIPS Procurement Cycle to influence the spend on raw materials, deliver cost reductions and enable other value benefits.

(25 marks)

正解:

解説:

See the solution in Explanation part below.

Explanation:

Electronica Manufacturing

Jane Henderson has been brought in to set up and lead a new procurement department at Electronica Manufacturing. It manufactures a range of electronic products, components and sub-assemblies for clients in the Information technology sector.

Jane has carried out an initial analysis of procurement practices and has discovered that the company has never focused on how procurement tools and techniques can be used to reduce costs. She is also keen to improve procurement added value, increase quality and increase end-user satisfaction.

Jane wishes to introduce a more robust approach to procurement and is considering implementing new processes and procedures in the procurement of raw materials and sub-assemblies.

Using the CIPS Procurement Cycle to Influence Spend on Raw Materials, Deliver Cost Reductions, and Enable Value Benefits

Electronica Manufacturing has historically not focused on procurement's role in cost reduction or added value. By implementing the CIPS Procurement Cycle, Jane Henderson can establish a structured and strategic procurement process to optimize spend on raw materials, achieve cost reductions, and generate other value benefits. Below is a detailed analysis of how each stage of the CIPS Procurement Cycle can support these goals:

1. Understanding Needs and Developing Specifications

* How it Helps:

* Jane must assess raw material requirements based on product designs, production needs, and customer expectations.

* Avoiding over-specification ensures that materials are fit for purpose rather than unnecessarily costly.

* Impact on Electronica Manufacturing:

* Prevents unnecessary spending on premium materials that don't add value.

* Ensures cost-effective sourcing without compromising quality.

2. Market Analysis and Supplier Identification

* How it Helps:

* Conducting supplier market research helps identify competitive suppliers offering better pricing and quality.

* Analyzing market trends (e.g., commodity price fluctuations) allows for timely purchasing to mitigate cost increases.

* Impact on Electronica Manufacturing:

* Reduces costs by sourcing from cost-effective and reliable suppliers.

* Identifies potential new suppliers that offer better value and innovation.

3. Developing a Sourcing Strategy

* How it Helps:

* Jane can implement strategic sourcing, using techniques like long-term contracts, supplier partnerships, and competitive bidding.

* A well-defined strategy ensures that procurement aligns with business goals.

* Impact on Electronica Manufacturing:

* Reduces supply chain risks by diversifying suppliers.

* Maximizes cost savings through bulk purchasing and supplier negotiations.

4. Supplier Evaluation and Selection

* How it Helps:

- * A structured evaluation process ensures selection based on cost, quality, reliability, and sustainability.
- * Supplier benchmarking and total cost analysis ensure best-value sourcing.

* Impact on Electronica Manufacturing:

- * Reduces waste and costs by selecting suppliers that provide consistent quality.
- * Helps mitigate supply chain risks, ensuring reliable raw material availability.

5. Contract Management and Negotiation

* How it Helps:

- * Jane can introduce structured contracts with cost-control mechanisms, such as fixed pricing, volume discounts, and service-level agreements (SLAs).

- * Contract negotiation can lock in competitive pricing and ensure supplier accountability.

* Impact on Electronica Manufacturing:

- * Improves cost predictability and budget control.
- * Strengthens supplier relationships, leading to better terms and cost efficiencies.

6. Purchase Order Processing and Expediting

* How it Helps:

- * Implementing an efficient purchase order (PO) system reduces administrative inefficiencies and speeds up raw material procurement.

- * Use of automated procurement systems (e.g., ERP systems) ensures cost-effective order processing.

* Impact on Electronica Manufacturing:

- * Reduces administrative overheads and human errors.
- * Ensures faster lead times and better inventory control, reducing stock shortages and excess inventory costs.

7. Supplier Relationship Management (SRM)

* How it Helps:

- * Establishing collaborative relationships with key suppliers can drive joint cost-saving initiatives.

- * Long-term supplier partnerships can lead to better pricing, innovation, and risk-sharing.

* Impact on Electronica Manufacturing:

- * Reduces costs through supplier-led efficiency improvements.
- * Encourages supplier innovation, leading to better materials and higher-quality products.

8. Performance Review and Supplier Development

* How it Helps:

- * Regular supplier performance reviews ensure that quality, cost, and delivery expectations are met.

- * Supplier development programs can help underperforming suppliers improve efficiency, reducing procurement risks.

* Impact on Electronica Manufacturing:

- * Improves product quality and consistency, reducing defects and waste-related costs.
- * Enhances supplier accountability, leading to more cost-effective procurement.

9. Risk Management and Compliance

* How it Helps:

- * Jane can introduce risk management strategies such as dual sourcing, inventory buffers, and price hedging to mitigate supply chain disruptions.

- * Ensuring compliance with ethical, legal, and sustainability standards reduces long-term operational risks.

* Impact on Electronica Manufacturing:

- * Reduces financial and operational risks, improving business continuity.
- * Strengthens brand reputation by ensuring ethical sourcing.

10. Procurement and Supply Strategy Review

* How it Helps:

- * Continuous evaluation of procurement strategies ensures alignment with changing market conditions and company goals.

- * Data-driven decision-making through spend analysis and procurement reporting allows for ongoing cost optimizations.

* Impact on Electronica Manufacturing:

- * Enhances procurement efficiency and sustains cost reductions.
- * Ensures procurement remains a value-adding function rather than a cost center.

Conclusion

By applying the CIPS Procurement Cycle, Jane Henderson can transform Electronica Manufacturing's procurement function from an ad-hoc, cost-inefficient process into a strategic, value-driven function.

This structured approach will enable smarter spending on raw materials, continuous cost reductions, and broader business benefits, such as improved quality, efficiency, and stakeholder satisfaction.

Implementing procurement best practices will not only reduce costs but also drive long-term business sustainability and competitive advantage.

質問 # 23

Examine FIVE ways the Blake Corporation procurement team could add value by improving compliance with procurement policies and procedures.

Blake Corporation

Blake Corporation is a mid-sized manufacturing company that specialises in high-quality consumer electronics. Founded in 2010, it has grown steadily over the years, establishing a solid customer base and a reputation for innovation. Over the past decade, Blake Corporation has expanded its product line to include a wide range of consumer electronics, from smartphones to smart home devices. The company's commitment to quality and innovation has earned it a loyal customer base and a competitive position in the market.

Despite its success, Blake Corporation has faced significant challenges in procurement operations. As the company grew, so did its need for more efficient and effective procurement processes. However, the expansion has outpaced the continual development of formal procurement policies. While some good practices are in place, the approach to compliance has been inconsistent. The board of directors has recognised the significance of procurement and its impact on the bottom line, and it has appointed a new procurement director. The new director wants to implement a long-term procurement strategy to standardise category management and work more proactively with other functions, including production, marketing, finance, and research and development, in the short and longer term.

Due to time pressures, the procurement staff adopt an inconsistent approach to following current procedures, resulting in buyers from different teams purchasing materials at varying prices. The procurement director has also assessed the team's skills and noted that there has been an inconsistent training regime, with some staff entering their roles possessing technical expertise but lacking formal procurement training.

While there are a few categories where early buyer involvement occurs, the vast majority resort to a more transactional approach. Furthermore, the procurement director has observed that newer procurement team members are unaware of the formal processes, and recognises that this poses several compliance risks. Consequently, the new procurement director wants to introduce a more robust compliance regime with an updated vision, strategy, and a set of policies and associated procedures.

正解:

解説:

See the solution in Explanation part below

Explanation:

Improving compliance with procurement policies and procedures can enable Blake Corporation's procurement team to add significant value. This is particularly important given the current inconsistent practices and lack of formal training within the organisation.

1. Cost Control and Standardisation of Pricing

Currently, buyers are purchasing materials at varying prices due to inconsistent approaches. By improving compliance, all procurement staff would follow agreed procedures such as using approved suppliers and negotiated contracts.

This would help standardise pricing across the organisation and prevent maverick spending.

For example, if all buyers use framework agreements, the company can leverage economies of scale and reduce overall costs.

Value added:

Lower procurement costs

Improved budget control

Better financial performance

2. Reduced Risk and Improved Governance

Non-compliance exposes Blake Corporation to risks such as fraud, unethical sourcing, and legal issues. A robust compliance regime ensures that procurement activities follow ethical standards and legal requirements.

For instance, clear approval processes and audit trails can prevent unauthorised purchases.

Value added:

Reduced legal and financial risks

Improved transparency and accountability

Stronger corporate governance

3. Improved Supplier Management and Relationships

Compliance with procurement procedures ensures that suppliers are selected and managed consistently. This allows the organisation to build strategic relationships rather than relying on ad hoc purchasing.

For example, early supplier involvement (which is currently limited) can be encouraged through policy, improving collaboration with key suppliers.

Value added:

Better supplier performance

Opportunities for innovation

More reliable supply

4. Increased Efficiency and Process Consistency

The current inconsistent approach leads to inefficiencies and duplication of effort. By standardising processes and ensuring all staff

follow them, procurement activities become more streamlined.

For example, clear procedures for sourcing and ordering reduce delays and confusion among staff.

Value added:

Faster procurement cycles

Reduced administrative workload

Greater operational efficiency

5. Enhanced Skills and Professionalism

The case highlights inconsistent training and lack of formal procurement knowledge among staff. Improving compliance would require structured training and clear communication of policies.

This helps ensure all team members understand procurement best practices and their responsibilities.

For example, onboarding programmes and continuous professional development (CPD) can improve capability.

Value added:

More competent procurement team

Consistent application of best practices

Increased credibility of the procurement function

Conclusion

By improving compliance with procurement policies and procedures, Blake Corporation can achieve better cost control, reduce risks, enhance supplier relationships, increase efficiency, and develop staff capability. This will support the new procurement director's goal of implementing a strategic and value-adding procurement function.

質問 # 24

Describe the main characteristics of, and differences between, procuring goods, services and construction works (25 points)

正解:

解説:

See the solution in Explanation part below.

Explanation:

- there are a lot of components to this question so I would take a good 5 minutes to write out some bullet points on the characteristics of each one, and on some differences. Then from your notes make this into an essay. The mark scheme isn't 100% clear on how many characteristics and differences you need to name, so try and keep an equal split between the two areas. You would probably need 2-3 characteristics of each, and 3 differences for a good score.

- Characteristics of goods: tangible, homogeneous, items tend not to perish quickly, can be stored

- Characteristics of services: intangible, heterogeneous, inseparable (produced and consumed at the same time), no transfer of ownership, perish upon use (i.e. cannot be stored)

- Characteristics of construction work: project-based procurement, includes procuring both goods and services, complex procurement which has its own set of regulations (CDM2015).

- Differences between these

1) goods are not usually outsourced and services can be.

2) Complexity of the supply chain (goods and construction may have a complex supply chains, but service contracts usually only involve 2 parties).

3) Timescales - construction work has a designated timescale but procurement of goods could be a one off or long-term contract, services is usually a long-term contract.

Example Essay

Introduction:

Procurement is a multifaceted field, and understanding the nuances between procuring goods, services, and construction works is pivotal for effective management. This essay explores the main characteristics that differentiate these categories.

Tangible / Intangible:

Goods are tangible items that can be physically seen and touched. For instance, raw materials like wheat and sugar in a manufacturing organization are tangible goods. On the other hand, services are intangible-though the results can be observed, the service itself cannot be touched. An example is a cleaning contract for a factory; while the effects of the cleaning are visible, the service itself remains intangible. Construction is usually a mixture of tangible and intangible procurement; the tangible is the construction materials such as bricks and windows, and the intangible aspect is the labour to complete the project.

Heterogeneous / Homogeneous:

Goods are generally homogeneous, meaning they are always the same. For example, steel purchased for manufacturing purposes will always be the same. In contrast, services are heterogeneous, varying each time they are rendered. Customer service, for instance, is inherently different each time due to the dynamic nature of customer interactions. Construction could be either heterogeneous or homogeneous depending on the project - is it a one off unique building, or is it a large housing estate of same-build properties?

Transfer of Ownership:

When goods are procured, there is a transfer of ownership. The product becomes the property of the buyer upon delivery and

payment. In contrast, services do not involve a transfer of ownership as there is no physical entity to transfer. In construction the transfer of ownership is extremely complex and varies depending on the project. Usually the buyer will retain ownership of the land throughout the project, but on some occasions the construction company may take ownership for insurance purposes.

Storable (Separable/ Inseparable):

Goods are storable, allowing for purchase on one day and use on another. For example a factory can buy in plastic to be used to manufacture toys and this is stored in inventory until the time comes to make the toys.

However, services are consumed at the point of purchase, making them inseparable. The service is bought and utilized simultaneously. Services cannot be stored. This is the same for construction.

Ability to Outsource:

Goods are rarely outsourced, as they are typically purchased directly from suppliers. Services, on the other hand, can be easily outsourced-examples include outsourcing finance, cleaning, or security services.

Construction works are commonly outsourced, with external companies hired to execute projects.

Complexity of the Supply Chain:

Service contracts often involve a simple two-party relationship between the buyer and the supplier. Goods and construction, however, may have complex supply chains. For example, procuring a pen involves a supply chain with various steps, including the raw material supplier, manufacturer, and possibly a wholesaler.

Construction works often feature a tiered supply chain with subcontractors playing crucial roles.

Construction as a Hybrid:

Construction procurement represents a hybrid, incorporating elements of both goods and services. It involves hiring a service, such as a bricklayer for laying bricks, while also procuring the tangible goods-bricks.

Separating goods from services in construction is challenging, as they are often intertwined, and both aspects are paid for simultaneously.

Conclusion:

In conclusion, distinguishing between the procurement of goods, services, and construction works is essential for effective supply chain management. The tangible or intangible nature, heterogeneity, transfer of ownership, storability, outsourcing potential, and supply chain complexities offer a comprehensive framework for understanding the unique characteristics of each category.

Recognizing these distinctions empowers organizations to tailor their procurement strategies to the specific challenges and dynamics associated with goods, services, and construction works.

Tutor Notes

- What a characteristic is can also be a difference. So for example you can say tangible is a characteristic of goods but tangibility is also the main difference between goods and services. So don't worry too much about which order to write stuff in, or doing clear sections for this type of essay. It all comes out in the wash.
- Other differences in procuring these include:
 - Costs: procuring goods such as stationary for an office will be low-cost so may not require approval, but a service contract may require management sign off. Procuring construction projects tend to be huge sums of money
 - Where the budget comes from: goods and services may be operational expenditure and construction works capital expenditure.
 - The level of risk involved in the procurement: goods tends to be quite low risk and construction high risk.
 - Types of contract involved: procuring goods may be very simple and just require a PO, services is more complex so may require a formal contract or Deed of Appointment. Construction projects will require a contract due to the high value and high risk of the purchase
- Legislation - Goods = Sale of Goods Act, Construction - CDM Regulations 2015. Construction is much more heavily regulated than services or goods. Note CDM regulations isn't part of CIPS. It's occasionally referenced in various modules but you don't have to really know what it is. Just know it's the main legislation governing the construction industry. Construction - Construction Design and Management Regulations 2015 (hse.gov.uk)
- Study guide LO 1.3.1 p. 40, but mainly p. 52 for services. NOTE the title of this learning outcome includes construction and it is hardly mentioned in the study guide. Most of the above information on construction comes from my own knowledge rather than the book.

質問 # 25

.....

関連するL4M1認定資格を取得するためにShikenPASS試験の準備をしている場合、ここCIPSで良い知らせがあります。当社がまとめたL4M1ガイド急流は、L4M1試験に合格し、関連する認定資格を取得したい受験者の秘密の武器として賞賛されています。あなたの秘密兵器を手に入れることができます。最高のL4M1トレーニング Scope and Influence of Procurement and Supply資料を作成したことに対する当社の評判は、将来のビジネスの健全な基盤を作成しました。

L4M1模試エンジン: <https://www.shikenpass.com/L4M1-shiken.html>

- L4M1日本語復習赤本 □ L4M1難易度 □ L4M1資格取得講座 □ 《jp.fast2test.com》に移動し、(L4M1

-)を検索して、無料でダウンロード可能な試験資料を探しますL4M1日本語復習赤本
- L4M1関連日本語内容 □ L4M1試験問題集 □ L4M1試験問題集 □ 【 www.goshiken.com 】を入力して[L4M1]を検索し、無料でダウンロードしてくださいL4M1日本語復習赤本
 - L4M1日本語復習赤本 □ L4M1資格復習テキスト □ L4M1日本語学習内容 □ 検索するだけで⇒ www.shikenpass.com □から⇒ L4M1 □□□を無料でダウンロードL4M1難易度
 - L4M1試験の準備方法 | 認定するL4M1的中率試験 | 真実的なScope and Influence of Procurement and Supply模試エンジン □ 《 L4M1 》を無料でダウンロード⇒ www.goshiken.com □□□ウェブサイトを入力するだけ L4M1試験問題集
 - 初心者でも合格できる! L4M1 試験問題 □ 「 www.passtest.jp 」で“L4M1”を検索し、無料でダウンロードしてくださいL4M1模擬解説集
 - 最新-信頼的なL4M1的中率試験-試験の準備方法L4M1模試エンジン □ ☀ L4M1 □☀□を無料でダウンロード[www.goshiken.com]ウェブサイトを入力するだけL4M1資格復習テキスト
 - よくできたL4M1的中率 - 認定試験のリーダー - 検証するL4M1模試エンジン □ 今すぐ□ www.passtest.jp □を開き、> L4M1 □を検索して無料でダウンロードしてくださいL4M1日本語受験攻略
 - 最新のCIPS L4M1問題集、真実試験の問題を全部にカバー! □▷ www.goshiken.com ◁にて限定無料の> L4M1 □問題集をダウンロードせよL4M1トレーリング学習
 - 最新のCIPS L4M1問題集、真実試験の問題を全部にカバー! □ 今すぐ“www.jpctestking.com”で⇒ L4M1 ⇐を検索して、無料でダウンロードしてくださいL4M1日本語関連対策
 - 最新のCIPS L4M1問題集、真実試験の問題を全部にカバー! □▷ www.goshiken.com ◁から✓ L4M1 □✓□を検索して、試験資料を無料でダウンロードしてくださいL4M1資格復習テキスト
 - L4M1日本語版問題解説 □ L4M1日本語復習赤本 □ L4M1復習教材 □ □ www.mogixam.com □サイトにて □ L4M1 □問題集を無料で使おうL4M1日本語学習内容
 - nelsontba369394.blogspot.com, alexiaunqj544764.blogspot.com, laylaefiq216456.mycoolwiki.com, socialtechnet.com, bookmarkingdelta.com, deweyczvf144564.blog-mall.com, socialtechnet.com, 1001bookmarks.com, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, aprilaphp261395.blogunteeer.com, Disposable vapes

P.S. ShikenPASSがGoogle Driveで共有している無料かつ新しいL4M1ダンプ: <https://drive.google.com/open?id=1RpYkWnWAbllIHJk3O3XAunfrvjnB4ojP>