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CIPS L4M1 - Question & Answer Past exam questions latest 2023/2023

O1. Outline FIVE differences between purchasing goods and purchasing services.
 Answer - 1. 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. Answer - 1. 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.
 Answer - 1. 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). Answer - 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.
 An SSU's benefits may be summarised as:

- cost effective internal service;
- liaison with its customers;
- anticipating future demand;
- employing resources and providing higher levels of service more cost effectively than if they were provided by a department or an external provider.

O3. A manufacturer of electrically powered tools for the engineering industry consists of four separate business units, each of which undertakes its own purchasing activities.

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CIPS L4M1 Exam Syllabus Topics:

| Topic | Details |
|---------|--|
| Topic 1 | <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 |

| | |
|---------|--|
| Topic 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. |
| Topic 3 | <ul style="list-style-type: none"> Procedures, strategies, manuals, and internal function involvement. |
| Topic 4 | <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 |
| Topic 5 | <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. |

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L4M1 Study Guide: Scope and Influence of Procurement and Supply & L4M1 Learning Materials

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CIPS Scope and Influence of Procurement and Supply Sample Questions (Q15-Q20):

NEW QUESTION # 15

Sarah is thinking of setting up a charity in the UK which will look after animals that have been abandoned. What regulations and governing bodies should Sarah be aware of when setting up her charity? (25 Points)

Answer:

Explanation:

See the solution in Explanation part below

Explanation:

How to approach this question

- Your essay should mention at least one regulation and one governing body particular to the charity section and I would recommend these be the Charities Act 2011 and the Charities Commission.

- If you don't know a lot about the sector you can bring up more generalised regulations and governing bodies, such as financial conduct and the Equalities Act, but make sure it's relevant to Sarah. Her charity is a small, local one, so things like Modern Slavery Act will not be appropriate to talk about.

Example Essay

When setting up a charity in the UK, particularly one focused on animal welfare, there are several regulations and governing bodies that Sarah should be aware of. These ensure that the charity operates legally, ethically, and effectively.

A charity's purpose involves raising awareness and helping someone or something, in Sarah's case this will be local animals and potentially their owners. A charity has to satisfy two aspects: The benefit aspect and The public aspect. In the UK, both aspects are regulated by the Charities Act 2011.

To satisfy a benefit aspect, a charity must have a purpose that must be beneficial to the community it works in - this must be in a way that is identifiable and capable of being proved by evidence. For Sarah this would be showing that her charity helps animals, potentially by taking them in off the street or removing them from dangerous homes and caring for them.

To satisfy a public aspect, a charity must benefit the public in general, or a sufficient section of the public. In Sarah's case the public benefit may be in removing stray dogs and cats from the streets where they can transport diseases and potentially attack people.

Most charities strive to satisfy both aspects but in some cases this is not possible.

All charities are regulated. Because charities are funded by donations from the public, businesses and sometimes from government, their conduct is regulated closely. Key regulatory bodies that Sarah will have to engage with include:

1. Charity Commission for England and Wales:

* As the primary regulator for charities in England and Wales, the Charity Commission oversees the registration and regulation of charities. Sarah's organization must meet the legal definition of a charity and apply for registration if its income is over £5,000 per year.

* The Commission ensures compliance with the Charities Act, offering guidance on charity governance, financial management, and reporting.

2. HM Revenue and Customs (HMRC):

* Charities can apply to HMRC for recognition as a charity for tax purposes. This status allows for tax reliefs and exemptions, including Gift Aid on donations.

* HMRC ensures compliance with tax obligations and scrutinizes the use of charity funds.

3. Data Protection:

* Under the General Data Protection Regulation (GDPR) and the Data Protection Act 2018, any charity handling personal data must ensure its protection and comply with data privacy laws.

4. Health and Safety Executive (HSE):

* The HSE provides guidelines for workplace safety, which are important if the charity has employees or volunteers.

In conclusion there are many regulations and bodies that Sarah should be aware of when setting up her charity. Sarah should consider seeking legal advice or consulting with charity advisory services to ensure full compliance with all relevant laws and regulations. Additionally, staying informed about changes in charity law and animal welfare legislation would be beneficial to the smooth operation of her charity.

Tutor Notes

- With case study questions you're not expected to know anything about the specific topic, in this case Animal Charities. If it happens to be something you know about, you can bring in some of your own knowledge, but this isn't a requirement to get a good score. You're not expected to know, for example about the Animal Welfare Act 2006, but if you happen to do so, it could be a nice little thing to add in. Just don't focus your essay on it. However you can make some sensible guesses on what Sarah will be doing, for example I talked about removing stray animals from the street.

- Charities comes up in LO 4.4 p.232

NEW QUESTION # 16

Bob is a procurement manager at ABC Ltd. He has been asked to ensure all future purchases achieve 'value for money' for the organisation. What is meant by 'value for money'? (5 points). Describe 4 techniques that Bob could use to achieve this (20 points)

Answer:

Explanation:

See the solution in Explanation part below

Explanation:

1) A definition of Value for Money: ensuring a purchase is cost effective. This may be that the purchase achieves the 5 Rights of Procurement or that the purchase achieves the 4Es: Economy, Efficiency, Effectiveness and Equity. - this is only worth 5 points, so don't spend too long on this

2) 4 techniques Bob can use to achieve VFM: this is the bulk of your essay. Each of the 4 will be worth 5 points, so remember to give a thorough and example. Pick 4 from the list below: complete a value analysis to eliminate non-essential features, minimise variety/ consolidate demand, avoid over specification, pro-active sourcing, whole life costing methodologies, eliminate / reduce inventory, use electronic systems, international sourcing, sustainability / environmental policies, currency/ exchange rate considerations, negotiating good payment terms, packaging, warranties.

Example Essay:

"Value for money" (VFM) is a concept that refers to obtaining the best possible return on investment or benefits relative to the cost incurred. It involves assessing whether the goods, services, or activities provided offer an optimal balance between their cost and the quality, benefits, or outcomes they deliver. Value for money is not solely about choosing the cheapest option; instead, it considers the overall efficiency, effectiveness, and long-term value derived from an expenditure. For Bob, the Procurement Manager at ABC Ltd there are four key ways that he can achieve this for all future purchases.

Value Engineering

This is looking at the components of a product and evaluating the value of each component individually. You can then eliminate any components that do not add value to the end product. To do this Bob would choose a product to review and determine whether any parts of this can be omitted (thus saving the company money) or could be replaced by components that are of a higher quality at the same price (thus providing added value to the customer). For example, Bob could complete a Value Engineering exercise on the new mobile phone prototype ABC plan to release next year. His findings may discover a way to provide a higher quality camera at no additional cost or that some components don't add value and can be eliminated.

Consolidate demand

Bob can achieve value for money by consolidating demand at ABC Ltd. This would mean rather than each individual person/ department ordering what they want when they need it, Bob creates a centralised process for ordering items in bulk for the

departments to share. For example, if each department require stationary to be ordered, Bob can consolidate this demand and create one big order each quarter. This will likely result in cost savings for ABC as suppliers often offer discounts for large orders. Moreover, consolidating demand will allow for saving in time (one person does the task once, rather than lots of people doing the same task and duplicating work).

International sourcing

Bob may find there is value for money in changing suppliers and looking at international sourcing. Often other countries outside of the UK can offer the same products at a lower cost. An example of this is manufactured goods from China. By looking at international supply chains, Bob may be able to make cost-savings for ABC. He should be sure that when using this technique there is no compromise on quality.

Whole Life Costing methodology

This is a technique Bob can use for procuring capital expenditure items for ABC. This involves looking at the costs of the item throughout its lifecycle and not just the initial purchase price. For example, if Bob needs to buy a new delivery truck he should consider not only the price of the truck, but also the costs of insurance for the truck, how expensive it is to buy replacement parts such as tyres and the cost of disposing of the truck once it reaches the end of its life. By considering these factors Bob will ensure that he buys the truck that represents the best value for money long term.

In conclusion Bob should ensure he uses these four techniques for all items he and his team procures in the future. This will ensure ABC Ltd are always achieving value for money, and thus remain competitive in the marketplace.

Tutor Notes

- This case study is really short, and the ones you'll receive in the exam are often longer and give you more guidance on what they're expecting you to write. With case study questions, you have to make your entire answer about Bob. So don't bring in examples from your own experience, rather, focus on giving examples for Bob.

- A good rule of thumb for case study questions is make sure you reference the case study once per paragraph.

- Value for Money is a really broad topic and you can pretty much argue anything that procurement does is helping to achieve value for money. There's a large table of stuff that's considered VFM on p.38 but that table isn't exhaustive. So feel free to come up with your own ideas for this type of essay.

Some additional tidbits of information on VFM:

- The 'academic' definition of Value for Money is 'the optimum combination of whole life cost and the quality necessary to meet the customer's requirement'

- Value for Money is an important strategic objective for most organisations but particularly in the public sector. This is because the public sector is financed by public money (taxes), so they must demonstrate that the organisation is using this money wisely. This might be an interesting fact to put into an essay on VFM.

- Value can often be hard to quantify, particularly in the service industry. E.g. in customer service it can be difficult to quantify the value of having knowledgeable and polite employees delivering the service.

NEW QUESTION # 17

Explain each of the following FIVE electronic systems and how they can contribute to an effective procurement process. (25 marks)

(i) e-requisitioning

(ii) e-catalogues

(iii) e.ordering

(iv) e-sourcing

(v) e-payment

Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

Electronic procurement systems leverage technology to improve efficiency, transparency, and control in procurement processes.

Each system has distinct functionalities that contribute to effective procurement.

Below is an explanation of each system and its contribution:

(i) E-Requisitioning

* Explanation: E-requisitioning is the electronic process of submitting purchase requests within an organization, replacing traditional paper-based requisition forms. Users can raise requisitions online, detailing the goods or services needed.

* Contribution to Procurement Effectiveness: E-requisitioning accelerates the request process, reduces errors, and ensures standardization of data. It enables automatic routing for approvals, enforcing procurement policies and budget controls. This reduces processing time and improves transparency, allowing better tracking and auditability of requests.

* Example: An employee submits an electronic requisition which is automatically routed to managers for approval, ensuring

compliance and faster processing.

(ii) E-Catalogues

* Explanation: E-catalogues are digital product listings maintained by suppliers or procurement departments. They provide a searchable and standardized database of goods and services available for purchase, often with pricing and technical details.

* Contribution to Procurement Effectiveness: E-catalogues simplify ordering by giving users easy access to approved products, reducing the need for manual sourcing. They help control spending by limiting choices to pre-approved items and negotiated prices, supporting compliance and reducing maverick spending. The electronic format improves accuracy in ordering and reduces processing time.

* Example: Procurement users select products directly from a supplier's e-catalogue integrated into the procurement system, ensuring correct specifications and pricing.

(iii) E-Ordering

* Explanation: E-ordering refers to the electronic placement of purchase orders via procurement software or online platforms. It replaces manual order creation and transmission methods.

* Contribution to Procurement Effectiveness: E-ordering increases speed and accuracy of orders, reduces administrative costs, and provides real-time order status tracking. It minimizes errors caused by manual entry, improves communication with suppliers, and supports automatic matching of orders with invoices for smoother payment processes.

* Example: Once a requisition is approved, the system generates an electronic purchase order sent directly to the supplier, reducing lead times.

(iv) E-Sourcing

* Explanation: E-sourcing is the electronic process of identifying, evaluating, and selecting suppliers using online tools such as auctions, tendering portals, and supplier databases.

* Contribution to Procurement Effectiveness: E-sourcing enhances transparency, widens supplier competition, and accelerates the tendering process. It reduces paperwork and streamlines supplier evaluation through standardized online submissions. Electronic auctions can drive competitive pricing and better contract terms. It also enables better documentation and audit trails.

* Example: An organization uses an e-sourcing platform to conduct a reverse auction, encouraging suppliers to offer their best prices in real time.

(v) E-Payment

* Explanation: E-payment systems facilitate electronic transfer of funds to suppliers, including methods such as electronic funds transfer (EFT), automated clearing house (ACH) payments, or procurement card payments.

* Contribution to Procurement Effectiveness: E-payment increases the efficiency and security of supplier payments, reduces errors, and speeds up transaction processing. It strengthens supplier relationships through timely payments and reduces administrative overhead and costs associated with manual cheque processing. Automated payments also support better cash flow management and financial control.

* Example: Invoices matched and approved in the procurement system are paid automatically through an integrated e-payment platform, ensuring prompt settlement.

Conclusion:

The integration of these five electronic procurement systems - e-requisitioning, e-catalogues, e-ordering, e-sourcing, and e-payment - delivers significant improvements in procurement efficiency, control, and transparency. Together, they streamline processes, reduce costs, enhance compliance, and improve supplier collaboration, making the procurement function more strategic and value-driven.

NEW QUESTION # 18

Describe the key drivers for organisations who operate in the public, private and third sector (25 marks)

Answer:

Explanation:

See the solution in Explanation part below

Explanation:

- There's 2 main approaches to layout you could take for this question. Firstly, divide your essay into three sections for the public, private and third sectors and talk about the key drivers for each sector separately. Alternatively, you could select a couple of drivers and form paragraphs around them, explaining in each paragraph whether the driver is strong or weak or even applicable for the different sectors.

- Drivers you could talk about include attitudes towards money, survival in the industry, differentiation, need for transparency, resources available, stakeholders, regulatory compliance

- Your answer should say why these are drivers in each of the industries, whether these drivers are strong or weak and why.

Example essay:

Organizations across the public, private, and third sectors operate within different paradigms, driven by distinct motivations and constraints. Understanding these key drivers is essential for comprehending how these organizations function and achieve their objectives. This essay explores the fundamental drivers of organizations in each of these sectors, focusing on attitudes towards money, survival, differentiation, need for transparency, resource allocation, and stakeholder management.

Attitudes Towards Money:

The approach to profit significantly differentiates the sectors. In the private sector, profit is a primary driver, essential for survival and rewarding shareholders. Conversely, the public sector is not profit-driven; its primary aim is to provide essential services to society, regardless of financial gain. The third sector, often termed 'not-for-profit', also requires profit generation, but uniquely, all profits are reinvested into the organization to further its aims, rather than being distributed as shareholder dividends. The Public-Sector needs to 'balance the books' but it is not a profit-generating area of the economy. The priority around money is ensuring that taxpayer money is well spent and that procurement activities represent value for money.

Survival in the Industry:

Survival strategies vary across sectors. Private and third sector organizations must focus keenly on survival, necessitating efficiency and sound business processes. The public sector, by contrast, can continue operating even when inefficient or running at a deficit, as seen in cases like local councils operating with budget shortfalls. This difference underscores a greater urgency for efficient management in the private and third sectors.

Differentiation:

Differentiation is a key driver in the private sector due to competition. Private entities often strive to distinguish their goods or services to gain a competitive edge, either through cost competitiveness or unique offerings. However, differentiation is less of a driver in the public and third sectors, where organizations are often sole providers of certain services or focus on specific social causes without direct competition.

Need for Transparency and Regulatory Compliance:

Transparency and adherence to regulations are paramount in the public and third (not-for-profit) sectors. These sectors are highly regulated, with public organizations adhering to regulations like the Public Contract Regulations 2015 and third sector organizations following guidelines set by bodies like the Charities Commission. The public's right to information through mechanisms like Freedom of Information requests further underscores this need for transparency. In contrast, the private sector faces less pressure for transparency, though it is not entirely exempt from regulatory compliance.

Resource Availability:

The availability and management of resources are different across sectors. Public and third sector organizations often operate with limited funds, making value for money a critical driver. They must achieve their objectives within these financial constraints. In contrast, the private sector generally has greater flexibility in resource acquisition, able to raise funds through loans or share sales, providing them with a broader scope for investment and expansion.

Stakeholder Management:

Stakeholder dynamics vary significantly among sectors. Public and third sector organizations often have a wide range of stakeholders, though these stakeholders may not wield significant power. Conversely, stakeholders in private organizations, like employees, can exert considerable influence, as seen in cases where employees might strike for better working conditions. Therefore, managing and satisfying stakeholders can be a more pressing concern in the private sector compared to the public sector, where actions like strikes can be legally restricted.

Conclusion:

In summary, organizations in the public, private, and third sectors are driven by different motivations and constraints. While profit is a major driver in the private and third sectors, it serves different purposes in each. Survival strategies, the need for differentiation, transparency requirements, resource management, and stakeholder relations all vary significantly across these sectors, reflecting the distinct roles and responsibilities they hold in society. Understanding these key drivers is crucial for anyone looking to navigate or interact with these diverse organizational landscapes effectively.

Tutor Notes:

- If you're asked about different sectors of the economy it can be difficult to know what to talk about. An easy way to remember topics you can discuss in your essay is the acronym CAROLS which stands for: Competition, Activity, Responsibilities, Objectives, Legal Restrictions and Stakeholders. This acronym may generate some ideas of things you can discuss in your essay.
- This question takes some content from different Learning Outcomes throughout L4. Charities are discussed separately from Public and Private Sectors in LO 4.4 p.230.

NEW QUESTION # 19

- (a) Outline the main characteristics of an Enterprise Resource Planning (ERP) system
(10 marks)
- (b) Explain how an Enterprise Resource Planning (ERP) system can be used in a procurement and supply chain context.

Answer:

Explanation:

See the solution in Explanation part below

Explanation:

- 3 (a) Outline the main characteristics of an Enterprise Resource Planning (ERP) system
(10 marks)

An Enterprise Resource Planning (ERP) system is an integrated software system used by organisations to manage and coordinate key business activities through one central system. Its main characteristics are as follows:

1. Integration of business functions

One of the main characteristics of an ERP system is that it links different departments such as procurement, finance, HR, production, warehousing, and sales.

This means information can be shared across the business rather than each department working in isolation.

2. Centralised database

ERP systems usually operate from a single shared database.

This ensures that all users are working from the same data, which improves accuracy and reduces duplication of records.

3. Real-time information

ERP systems provide up-to-date information in real time.

For example, if stock levels change or a purchase order is raised, the system updates immediately so other departments can see the latest information.

4. Standardised processes

ERP systems support the use of common procedures and workflows across the organisation.

This helps ensure activities are carried out consistently and in line with company policies.

5. Modular structure

Most ERP systems are made up of different modules, such as procurement, inventory, finance, manufacturing, and customer management.

A business can choose the modules it needs while still keeping all functions connected.

6. Automation of routine tasks

ERP systems can automate repetitive activities such as order processing, invoice matching, stock reordering, and reporting.

This reduces manual work and can improve efficiency.

7. Improved visibility and reporting

ERP systems provide managers with access to reports and dashboards that show performance across the organisation.

This supports better decision-making and control.

8. Security and access controls

ERP systems normally include user permissions and approval levels.

This means only authorised employees can access or approve certain transactions, which strengthens control and compliance.

9. Support for planning and forecasting

ERP systems help organisations plan resources more effectively by using data on demand, stock, production, and purchasing.

This helps businesses make better forecasts and allocate resources efficiently.

10. Scalability

An ERP system can often grow with the organisation.

As the business expands, new users, modules, or locations can be added to the system.

Conclusion

Overall, the main characteristics of an ERP system are integration, shared data, real-time information, standardisation, automation, and improved control. These features help organisations manage their operations more effectively.

3 (b) Explain how an Enterprise Resource Planning (ERP) system can be used in a procurement and supply chain context.

In a procurement and supply chain context, an ERP system can be used to improve the flow of information, increase efficiency, and support better decision-making across the supply chain.

1. Purchase requisition and purchase order processing

An ERP system can be used to create and manage purchase requisitions and purchase orders.

When a department identifies a need, the request can be entered into the system and routed for approval. Once approved, the ERP system can generate a purchase order and send it to the supplier.

This helps procurement by making the process faster, more accurate, and easier to control.

2. Supplier information management

ERP systems can store supplier records in one place, including:

supplier contact details

pricing agreements

contract terms

delivery performance

quality records

This means procurement staff can make informed decisions when selecting and managing suppliers.

3. Inventory and stock control

ERP systems allow organisations to monitor inventory levels in real time.

This helps procurement teams know when materials need to be reordered and prevents both stockouts and overstocking.

For example, if stock falls below a minimum level, the system may trigger a reorder alert or automatic replenishment process.

4. Demand planning and forecasting

ERP systems can analyse historical sales and usage data to help forecast future demand.

This allows procurement and supply chain teams to plan purchases more effectively and ensure materials are available when needed.

This is particularly useful in manufacturing, where raw materials must be available to support production schedules.

5. Production planning and materials management

In a manufacturing environment, ERP systems can link procurement with production planning.

If the production department schedules the manufacture of goods, the ERP system can calculate the raw materials and components required.

This supports materials requirements planning (MRP) and ensures procurement orders the right items in the right quantities.

6. Goods receipt and invoice matching

When goods are delivered, the ERP system can record the receipt and compare it against the original purchase order and supplier invoice.

This is often called three-way matching.

This improves accuracy, reduces fraud, and ensures suppliers are only paid for goods that were actually ordered and received.

7. Supplier performance monitoring

An ERP system can collect data on supplier performance, such as:

on-time delivery

quality of goods

lead times

price changes

Procurement can use this information to review supplier performance, manage contracts, and identify opportunities for improvement.

8. Spend analysis

ERP systems can provide visibility of organisational spend by supplier, category, or department.

This helps procurement identify patterns, negotiate better deals, and reduce unnecessary or off-contract spending.

9. Improved communication across the supply chain

Because the ERP system integrates departments such as procurement, warehousing, production, and finance, all parties can access the same data.

This improves coordination and reduces misunderstandings.

For example, finance can see what has been ordered, warehouse staff can prepare for deliveries, and production can check material availability.

10. Compliance and audit trail

ERP systems help ensure that procurement activities follow company policy through approval workflows and user permissions.

They also create an audit trail, showing who raised, approved, ordered, and received goods.

This improves governance and reduces compliance risks.

Conclusion

In a procurement and supply chain context, an ERP system supports purchasing, stock control, planning, supplier management, and reporting. It creates a more connected and efficient process, helping organisations reduce costs, improve control, and ensure the smooth flow of goods and information.

NEW QUESTION # 20

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