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L4M1 - CIPS: Scope and Influence of Procurement and Supply

Artificial Intelligence (AI) - answerMachines that display human-like intelligence

Assets - answerThe value of everything an organisation owns

Audit - answerA systematic inspection of a process or procedure to assess compliance with requirements or regulations

Batch Quantity - answerAmount of products produced at a time

Benchmark - answerCompare an element of one business, such as price, quality or service, against another

Bid - answerOffer of a price, may be a response to an invitation to tender

Brand - answerThe image of an organisation. The name, logo, slogan, colours, etc., that differentiate it from the competition

Budget - answerFinancial plan for a set period of time on how much can be spent

Buffer Stock - answerThe amount of stock held as inventory at any time in addition to immediate requirements

Capital Asset - answerTangible, non-current (or fixed) assets

Carriage Deals - answerNegotiations to achieve the best possible cost

Centralised Structure - answerActivities carried out at one central location

Charity - answerA not-for-profit organisation with the objective of raising awareness or helping its chosen cause

Cloud Computing - answerThe delivery of IT services such as storage and networking which are hosted by a third party and accessed over the internet

Co-Operative - answerA people-centred enterprise owned and run by and for its members, which either reinvests any profits or returns them to its members

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CIPS Scope and Influence of Procurement and Supply Sample Questions (Q44-Q49):

NEW QUESTION # 44

Sarah has recently been hired as the new Head of Procurement at Alpha Ltd, a manufacturer of small electronics such as hairdryers and alarm clocks. Alpha Ltd has a large factory based in Birmingham where many of the products are manufactured. One of the large pieces of machinery in the factory has recently broken and Sarah has been charged with replacing it as quickly as possible. Sarah is considering using the Whole Life Costing approach to this procurement. What is meant by Whole Life Costing? (5 points).

Discuss

5 factors that Sarah should consider when buying new machinery (20 points).

Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

How to approach this question

- I'd use clear headings with numbers for this one. It asks you for a definition and 5 factors. Number them.

Makes it easy for you to write and easy for the examiner to mark.

- Don't go over 5 - you won't get any extra points for this. So spend your time giving examples and explaining the 5 well, rather than naming more than 5.

Example Essay

As the new Head of Procurement at Alpha Ltd, Sarah faces the urgent task of replacing a critical piece of machinery in the company's Birmingham factory. Recognizing the complexity of the decision, Sarah contemplates utilizing the Whole Life Costing approach to ensure a comprehensive evaluation that goes beyond initial expenses. This essay explores the concept of Whole Life Costing and delves into five essential factors Sarah should consider when procuring new machinery.

Definition:

Whole Life Costing (WLC) is a procurement approach that considers the total cost associated with an asset throughout its entire lifecycle. Unlike traditional procurement methods that focus primarily on the initial purchase price, WLC evaluates all costs incurred from acquisition to disposal. This includes operational, maintenance, and disposal costs, providing a holistic perspective on the true financial impact of an asset over time.

Factors to Consider in Machinery Procurement

1) Initial Purchase Price:

While WLC looks beyond the initial cost, the purchase price remains a critical factor. Sarah should balance the upfront expense with the long-term costs to ensure the initial investment aligns with the overall financial strategy.

2) Operational Costs:

Sarah needs to analyze the ongoing operational costs associated with the new machinery. This includes energy consumption, routine maintenance, and potential repair expenses. Opting for energy-efficient and reliable equipment can contribute to substantial operational savings over the machine's lifespan, even though this may result in a higher up-front purchase price.

3) Training and Integration:

The cost of training employees to operate and maintain the new machinery is a significant consideration. Sarah should assess how easily the equipment integrates into existing workflows and whether additional training programs are required, impacting both immediate and long-term costs.

4) Downtime and Productivity:

Evaluating the potential downtime and its impact on productivity is crucial. Sarah should assess the reliability and historical performance of the machinery to gauge its potential contribution to sustained production levels and minimized disruptions, impacting the overall operational efficiency.

5) Technology Upgrades and Adaptability:

Sarah should consider the machinery's adaptability to technological advancements and potential upgrades.

Investing in equipment that allows for seamless integration with future technologies ensures that Alpha Ltd remains competitive and resilient in a rapidly evolving industry landscape.

In conclusion, adopting a Whole Life Costing approach empowers Sarah to make informed decisions that align with Alpha Ltd's strategic goals. By considering factors beyond the initial purchase price, such as operational costs, training, downtime, and

technology adaptability, Sarah ensures that the replacement machinery not only meets immediate production needs but proves to be

a cost-effective and efficient asset throughout its entire lifecycle. The WLC approach safeguards against unforeseen financial burdens, fostering sustainable and informed procurement practices in the dynamic manufacturing environment.

Tutor Notes

- Whole Life Costing is on p.28

- Total Life Cycle Costs, Total Cost of Ownership and Life Cycle Costs are all practically the same thing. The book says they're slightly different, but don't get yourself bogged down in trying to remember the differences.

Honestly, in the real world, people use this language interchangeably.

- Other factors you could have chosen to talk about include commissioning costs and disposal costs

- Don't worry if you feel CIPS breezed through this as a topic, they did. It's explained much better in L4M7.

You can read more about it here: Whole Life Costing - What is Whole Life Costing | CIPS and here Whole-Life Cost: What it Means, How it Works (investopedia.com)

NEW QUESTION # 45

Examine FIVE ways in which procurement activities can contribute to achieving BrightAid's organisational objectives. (25 marks)

BrightAid is a medium-sized charity (not-for-profit) with 20 permanent employees and it uses 400 volunteers to deliver aid and services to the individuals and groups it serves. Its main aims are to raise awareness of its cause and bring issues to people's minds to prompt them to donate and/or join campaign activities. The charity depends on these voluntary donations, as without them, it would not be able to function. It also aims for this support to be continued on a regular basis and must engage with a wide range of stakeholders (both internal and external). BrightAid is also considering joining a buying group with several other charities and aims to extend the member's purchasing power and obtain competitive prices for the group members. Recognising that there is increasing competition in the amount and frequency of donations, the charity is now looking at several ways to increase the amount or frequency of donations and make its internal processes more efficient and effective. Up to this point, any procurement activities have been undertaken ad-hoc with no formalised processes.

Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

Five Ways Procurement Activities Can Contribute to BrightAid's Organisational Objectives Procurement plays a critical role in supporting the operational efficiency and sustainability of a not-for-profit organization like BrightAid. Given its reliance on donations and volunteers, a structured and strategic procurement approach can help maximize resources, reduce costs, and enhance the charity's impact. Below are five key ways in which procurement can contribute to BrightAid's organisational objectives.

1. Cost Reduction and Financial Efficiency

* How Procurement Helps:

* Implementing a formal procurement strategy ensures that goods and services are sourced at the most cost-effective prices.

* Joining a buying group with other charities can enhance BrightAid's purchasing power, securing bulk discounts and reducing overhead costs.

* Supplier negotiations and competitive tendering can help maximize value for money on every purchase.

* Impact on BrightAid:

* More funds can be allocated to core aid and campaign activities.

* Lower operational costs mean greater financial sustainability and improved service delivery.

2. Enhancing Transparency and Accountability

* How Procurement Helps:

* Implementing clear procurement policies and procedures ensures fair supplier selection, minimizing risks of fraud or inefficiencies.

* Establishing a procurement audit process ensures compliance with ethical and legal standards.

* Open and fair supplier engagement strengthens stakeholder trust (donors, volunteers, and partners).

* Impact on BrightAid:

* Increases donor confidence, encouraging repeat and larger donations.

* Ensures resources are used efficiently and ethically, enhancing the charity's reputation.

3. Improving Supply Chain Reliability and Efficiency

* How Procurement Helps:

* Strategic supplier selection ensures consistent delivery of essential goods and services.

* Developing long-term supplier relationships can reduce risks of supply disruptions.

* Procurement can introduce supplier performance reviews to ensure that services meet BrightAid's needs effectively.

* Impact on BrightAid:

* More efficient aid distribution, ensuring beneficiaries receive timely support.

* Reduced operational disruptions, allowing volunteers and staff to focus on charitable work instead of supply issues.

4. Supporting Ethical and Sustainable Procurement

- * How Procurement Helps:
 - * Ethical sourcing policies ensure that supplies (e.g., food, clothing, medical aid) come from responsible and sustainable sources.
 - * Procurement can help BrightAid select suppliers that align with its mission and values (e.g., fair trade suppliers, environmentally friendly packaging).
 - * Working with ethical suppliers enhances CSR (Corporate Social Responsibility) partnerships, attracting more donors.
 - * Impact on BrightAid:
 - * Increases public trust and donor support, strengthening brand reputation.
 - * Aligns procurement decisions with the charity's core mission and sustainability goals.
5. Enhancing Operational Effectiveness and Stakeholder Engagement
- * How Procurement Helps:
 - * A structured procurement process ensures timely and cost-effective delivery of goods and services, reducing inefficiencies.
 - * Procurement professionals can engage stakeholders (staff, volunteers, donors) to understand their needs and improve sourcing decisions.
 - * Implementing procurement technology or e-procurement systems can streamline purchasing and reduce administrative burdens.
 - * Impact on BrightAid:
 - * Staff and volunteers can focus more on core charitable activities rather than administrative tasks.
 - * Better stakeholder engagement ensures that procurement aligns with donor expectations, strengthening long-term relationships.

Conclusion

By implementing a structured and strategic procurement function, BrightAid can significantly improve its financial efficiency, supply chain reliability, and ethical standards, ultimately enhancing its ability to deliver aid effectively and attract continued donor support. With growing competition for donations, a well-managed procurement process ensures cost savings, improved transparency, and stakeholder trust, directly contributing to the charity's long-term sustainability and success.

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NEW QUESTION # 46

What is meant by Stakeholder Mapping? Describe a tool that can be used by a Procurement Professional to map the stakeholders at their organisation (25 points)

Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

How to approach this question:

- Define stakeholder mapping - completing an analysis of the stakeholders of an organisation and dividing them into categories depending on certain characteristics. This is often represented visually on a graph or matrix.
- Describe a Stakeholder mapping tool - the most common tool is Mendelow's Stakeholder Matrix so I would recommend using this one. It is explained in detail in the study guide. However, the question is open so you could choose to describe another tool such as Edgar's Stakeholder Position Analysis if you so wished. You wouldn't be wrong choosing this, but honestly, I'd just go for Mendelow. You can't go wrong with Mendelow. Because the Matrix has 4 sections you can imagine you'd get 5 points for the definition of stakeholder mapping, and 5 points for each of the quadrants of the matrix.

Essay Plan:

Introduction - The reason why stakeholder mapping is important is because interests and expectations of stakeholder groups will be different and possibly conflicting. Mapping this allows an organisation to see the variety and decide on an appropriate management style for each stakeholder group.

Paragraph 1 - Mendelow's Power / Interest Matrix maps stakeholders based on their influencing power and the strength of their motivation to use that power. It uses a 2x2 grid and defines power as high or low and interest as high or low. It then provides four strategies for managing the stakeholders based on which quadrant of the grid the stakeholder falls into. These 4 categories are:

Paragraph 2 - Keep satisfied - high power but low interest. If the stakeholder becomes dissatisfied or concerned their interest may peak. Examples include regulatory bodies, shareholders, senior management.

The best approach is to keep them up to date so they are informed of what is going on, but do not burden them with information they do not need.

Paragraph 3 - Manage Closely - AKA Key players - includes major customers, key suppliers, partners, senior management. These stakeholders need to know everything that is going on and approve of what is going on.

The recommended strategy is early involvement and participation, and integrating their goals with yours. This group requires regular communication and meetings. You should take their opinions on board.

Paragraph 4 - Monitor - minimum effort required - this is the low priority group as they have low power and low interest. Includes small volume suppliers and other organisational functions with no direct interest in your activities. This group does not need to receive regular communication.

Paragraph 5 - Keep informed - high interest, but low power. If they're not kept in the loop and understand the need for decisions, they may lobby together to protect their interest if they feel threatened. Employee groups, suppliers and community groups may be in this category. This group should receive regular communication.

Conclusion - Mendelow created the matrix in 1991 and it is still used today. It is a popular management tool due to its simplicity. It's important to note that stakeholders can move through the matrix- it isn't stagnant.

For example, at the beginning of a project a manager in another department may be classed as 'low priority' because they are seen to have no interest and no power in the project. However, as the project progresses the manager may become interested. They will then transfer into the keep informed category. Therefore, the matrix should be redone regularly throughout the lifetime of a project to capture any movements. The matrix should also be redone for each individual project - it cannot be assumed that a stakeholder who had interest in one project would be interested in another.

Tutor Notes

- The above essay plan is basically the entire essay, I got carried away. The only thing you'd need to add into that is an example of a stakeholder for each of the sections! (e.g. the CEO is high power, but low interest stakeholder for the procurement department. He/She doesn't care about the day to day operations but should be kept informed of any big news). For your examples you could use your own place of work.

- At level 4 you don't have to analyse the model, you just have to be able to memorise it and repeat it.

Mendelow comes up again at Level 5 and 6 in a bit more detail. If you want to score super bonus points you could mention in your conclusion that the main disadvantage of Mendelow's Matrix is that it doesn't take into consideration the stakeholder's position on the project - whether they're for it or against it. Therefore, it doesn't provide the full picture or provide much help on how to manage stakeholders. E.g. two stakeholders might both be in 'manage closely' section, but one is for the project and the other against - they'd need to be handled very differently!

- Study guide p. 65

NEW QUESTION # 47

Explain 5 stages of the sourcing cycle that occur in the pre-contract stage (25 points)

Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

How to approach this question:

- The Sourcing Cycle is the first half of the CIPS Procurement Cycle and includes these steps:

- 1) Define Business Need
- 2) Market Analysis + Make vs Buy
- 3) Develop Strategy and Plan
- 4) Pre-Procurement Market Testing
- 5) Develop Documents and Specification
- 6) Supplier Selection
- 7) Issue Tender
- 8) Bid Evaluation
- 9) Contract Award and Implementation

Your response should detail 5 of these. It is a good idea to pick the ones you know most about and where there is more to write about. You won't get any extra points for naming more than 5 so focus on getting as much detail down about 5, rather than explaining more of them.

Essay Plan

Introduction - explain what the sourcing cycle is - the stages of the procurement cycle before a contract is signed. It describes the steps an organisation will take to source/procure goods or services.

Paragraph 1 - Define the business need

How is the need identified? E.g. by end user, stores department, ERP system

Procurement should challenge this - is it really necessary? Suggest alternatives - this could be a key source of added value

Put together business case / requisition / project initiation document

What type of purchase? Straight rebuy, modified rebuy, new purchase

Decide on what type of specification would be best - Conformance vs performance specification

This stage may include early supplier involvement

Paragraph 2 - Market Analysis and Make vs Buy Decision

Create an Analysis by segmenting the market by buyer, product, distribution channel, geography, customer market etc.

Make vs Buy - use Carter's Matrix to decide whether the organisation should make vs buy.

Also consider outsourcing at this stage

Paragraph 3 - Documents and Specification

Draft documents. These may include a RFQ or ITT, a specification and a proposed form of contract

Specification may be conformance or performance based

A contract sets out the roles, rights, responsibilities and obligations of the parties and shows intention to enter into 'legal relations'

This stage defines the 'offer' which becomes binding once other party accepts

Documentation may also include proposed KPIs and SLAs

Paragraph 4 - Supplier Selection

For a new purchase, supplier selection is very important - investigation should be proportionate to the value of the procurement. For rebuys or low-risk purchases you could use the same supplier or a list of pre-approved suppliers.

You can locate potential suppliers by; catalogues, websites, trade registers, market exchanges and review sites, trade or industry press, fairs and conferences, networking and recommendations/ referrals.

You can shortlist suppliers by sending out a pre-qualification questionnaire. This adds value by reducing wasted time / costs / risks to entering into a contract with the wrong supplier.

Other criteria for supplier selection include using Carter's 10 Cs (competency, consistency, capability, control, cost, cash, clean, communication, culture, commitment), the supplier's financial standing (e.g. liquidity and gearing), references and considering their CSR policy.

Paragraph 5 - Issue Tender

Competitive bidding should only be done when there's sufficient time and resources available, there's sufficient suppliers in the marketplace, they're keen to win business (ie that there's appetite for competition) and there is a strong specification

Best practice is to issue tenders electronically as it ensures equal treatment of suppliers and transparency

Consider open vs closed procurement processes

Use a cross-functional team - particularly when marking responses

Conclusion - you could mention here that different sourcing activities may require more or less effort at each of the stages e.g. procuring a new item may require more market analysis than a re-buy.

Tutor Notes:

- If you want to add in extra details, you could think about ways procurement can add value at each stage

- In the old syllabus, CIPS were a bit obsessed with Michael Porter. In the Market Analysis bit you could talk about using Porter's 5 forces (buyer and supplier power, threat of new entrants, threat of substitutions, supplier rivalry) and Porter's 3 generic strategies for competing (cost leadership, differentiation, niche segment). This has been removed from the study guide so it's not essential to know this for this module, but if you've seen it before it's a nice one to throw in.

- You could also mention that there are differences between the public and private sector procurement at the different stages. E.g. Public Sector requires open competitions for contracts of a certain value and must follow the rules set out in Public Contract Regulations - the private sector doesn't have such strict regulations so there is much more flexibility in how tenders are completed. Also in the public sector, the evaluation criteria needs to be agreed beforehand and presented in the ITT- not the same for the private sector.

- Study guide p.71

NEW QUESTION # 48

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)

Answer:

Explanation:

See the solution in Explanation part below.

Explanation:

The knowledge to remember:

A table with text on it Description automatically generated

□

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.

NEW QUESTION # 49

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