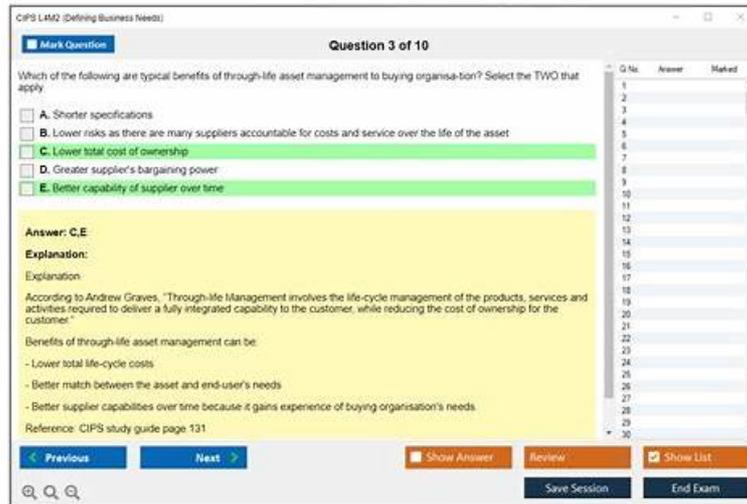


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## CIPS Defining Business Needs Sample Questions (Q244-Q249):

### NEW QUESTION # 244

In which circumstances would it be relevant to require supplier accreditation to the ISO 14001 international standard in a contract specification? Select THREE that apply.

- A. The requirements involve the processing of data
- B. The requirements impact on occupational health
- C. The requirements will use natural resources
- D. The requirements cause emissions to air and water
- E. The requirements will generate waste
- F. The requirements need specific quality assurance

Answer: C,D,E

### NEW QUESTION # 245

Department for Transport (DfT) needs to buy new locomotives to expand the capacity of trains fleet. In 2009, they were criticized for beginning the procurement "without any clear idea of how many trains would be needed, which routes they would run on and what form of power would be required". What should procurement manager of DfT do first to manage risk in making the specification?

- A. Assess the potential risks
- **B. Identify the possible risks**
- C. Implement mitigating actions
- D. Monitor the potential risks

**Answer: B**

Explanation:

There are 4 steps to risk managing process:

Step 1: Identify hazards

Step 2: Assess the risk

Once a risk has been identified, a risk assessment should be conducted.

You should carry out a risk assessment for any manual tasks identified as being hazardous, unless the risk is well known and you know how to control it. A risk assessment can help you determine, which postures, movements and forces of the task pose a risk, where during the task they pose a risk, why they are occurring and what needs to be fixed.

Step 3: Control the risk

The ways of controlling risks are ranked from the highest level of protection and reliability to the lowest, which is known as the hierarchy of control. You must always aim to eliminate the hazard, which is the most effective control.

Step 4: Review risk control

Control measures that have been implemented must be reviewed, and, if necessary, revised to make sure they work as planned and to maintain a work environment that is without risks to health and safety.

Source: WorkCover Queensland

Reference: CIPS study guide page 142-146

LO 3, AC 3.3

### NEW QUESTION # 246

Which of the following is a challenge of making a business case for straight re-buys?

- A. Terms and conditions
- B. Identifying suitable suppliers
- **C. Effective inventory control**
- D. Research of procurement process

**Answer: C**

Explanation:

For straight re-buy, the specifications for the products are known. Generally, there will be an existing contract with supplier in place. The business need is challenged annually, only on the annual demand. So effective inventory control will help procurement successfully manage straight re-buy.

Reference: CIPS study guide page 7

LO 1, AC 1.1

### NEW QUESTION # 247

In Kano model, which of the following types of requirement should be excluded from the product or service?

- A. Must-be requirements
- **B. Reverse requirements**
- C. Attractive requirements
- D. Performance requirements

**Answer: B**

Explanation:

Kano model of excitement and basic quality (Kano et al, 1984; Berger et al, 1993; Matzler et al, 1996) brings a different perspective for the analysis of improvement opportunities in products and services because it takes in consideration the asymmetrical and non-linear relationship between performance and satisfaction. The Kano model classifies customers requirements in three categories (figure 3):

a) Basic Requirements (or Must-be requirement). The basic requirements fulfill the basic functions of a product. If they are not present or their performance is insufficient, customers will be extremely dissatisfied.

On the other hand, if they are present or have sufficient performance, they don't bring satisfaction. Customers see them as prerequisites. For instance, for luxury automobiles, "air bags" are considered basic. A customer won't feel satisfied if the automobile has "air bag", however he/she will not buy it if "air bag" is not present.

b) Performance Requirements (or One-dimensional requirements). As for these requirements, satisfaction is proportional to the performance level - the higher the performance, the higher the customer's satisfaction will be and vice-versa. Gas consumption in automobiles is an example of these requirements. Usually customers explicitly demand performance requirements.

c) Excitement Requirements (or Attractive requirements). These requirements are key to customer satisfaction. If they are present or have sufficient performance, they will bring superior satisfaction. On the other hand, if they are not present or their performance is insufficient, customers will not get dissatisfied. For instance, a surprise gift at the end of a dinner in a restaurant will certainly bring satisfaction, but it will not cause dissatisfaction if not offered. These requirements are not demanded nor expected by customers. Two other types of requirements may be identified in the Kano model: neutral and reverse ones. Neutral requirements do not bring either satisfaction or dissatisfaction. Reverse requirements bring more satisfaction if absent than if present.

Diagram Description automatically generated

### NEW QUESTION # 248

Aldar Properties is a property developer in UAE. In last month, it spent \$2,160 for 10 tons of steel. In this month, it had planned 10% increment in budget for steel comparing to last month. But the number of orders boosted and total spend on steel reached \$1,992.1 while Aldar has imported 11 tons. What is the main cost driver of steel budget?

- A. Both price and quantity variances
- B. Inflation
- C. Price variance
- D. Quantity variance

**Answer: C**

Explanation:

In this question, you have to calculate price variance and quantity variance.

Last month, 1 tonne of steel costed \$216. This month, the price decreases to \$181.1. Price variance =  $(P1 - P2) * Q2 = (\$216 -$

$\$181.1) * 11 = \$383.9$  Quantity variance =  $(Q1 - Q2) * P1 = -\$216$  Price variance is greater than quantity variance, therefore, price variance is the main cost driver.

LO 1, AC 1.4

### NEW QUESTION # 249

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