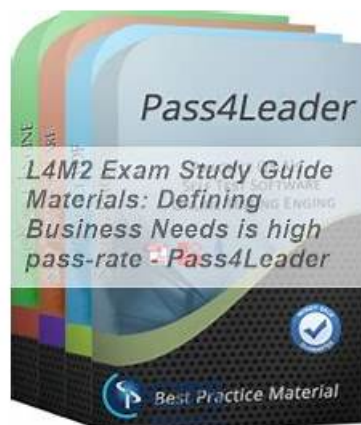


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In order to pass the CIPS L4M2 exam, candidates must have a good understanding of the key concepts and principles involved in defining business needs. They must also be familiar with the various techniques used to gather and analyze requirements, as well as the tools and methods used to evaluate and validate requirements. Candidates must also be able to communicate requirements effectively to stakeholders and prioritize them based on their importance. With the right preparation and study, candidates can successfully pass the CIPS L4M2 Exam and advance their career in business analysis.

CIPS Defining Business Needs Sample Questions (Q178-Q183):

NEW QUESTION # 178

An automotive manufacturer is sourcing rubber components from Company A.

The specification given to the supplier state that the component should be 1 meter long, without mentioning the tolerance. Enthusiast with the opportunity, engineers at Company A work hard to cut the components with tolerance at only +/- 1mm. The head and tail of the component is then joined together to form a circular band. After that it is stretched over another component. To fit this purpose, the rubber component can be at any length from 80cm to 110cm. This is an example of...?

- A. Defects
- **B. Over processing**
- C. Waiting
- D. Unnecessary motion

Answer: B

Explanation:

This questions is intended to ask students about types of waste in Lean principles.

Lean was born out of manufacturing practices but in recent time has transformed the world of knowledge work and management. It encourages the practice of continuous improvement and is based on the fundamental idea of respect for people. Womack and Jones defined the five principles of Lean manufacturing in their book "The Machine That Changed the World". The five principles are considered a recipe for improving workplace efficiency and include: 1) defining value, 2) mapping the value stream, 3) creating flow, 4) using a pull system, and 5) pursuing perfection.

Lean principles aim to eliminate waste in processes. The eight wastes of Lean principles are:

- Defects
- Over-production
- Waiting
- Not using talent
- Transport and handling
- Inventory
- Motion waste
- Excess processing

In the scenario, the component is processed more than necessary. The engineers try to make them as accurate as possible with very little tolerance. In fact, the component does not need to be that precise. This excesses buyer's requirements and incurs costs for both buyer and supplier. The scenario is an example of over processing (or excess processing).

Overprocessing is one of the seven wastes of lean manufacturing (or 7 mudas); Overprocessing is adding more value to a product than the customer actually requires such as painting areas that will never be seen or be exposed to corrosion.

Overprocessing as one of the seven wastes is caused by having unclear standards and specifications, many operators will try to do the best job possible and will not always be aware of what truly adds value to the product or even the end use. They will therefore often expend time polishing and finishing components that do not require it.

Reference:

- CIPS study guide page 153-156
- Waste of Overprocessing; causes, costs, examples solutions, symptoms (leanmanufacturingtools.org) LO 3, AC 3.4

NEW QUESTION # 179

A company is planning the procurement of an IT system and wants to agree a through-life contract with the supplier to ensure ongoing system support. The first step in producing that specification should be to:

- A. Build a design
- **B. Define the user requirements**
- C. Prepare tendering documents
- D. Identify the IT system supplier

Answer: B

Explanation:

Writing a high-quality specification is very crucial in every purchase. In through-life management, it is even more important since the assets often have very high value. Defining user requirement is the first step to write a specification. Without doing this right, many problems may arise in later stages.

Reference: CIPS study guide page 132

NEW QUESTION # 180

Which of the following activities would apply to a straight rebuy procurement?

- * Reviewing existing specifications and arrangements
- * Engaging in extensive purchasing research
- * Engaging in proactive value engineering
- * Optimising inventory replenishment methods

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

Answer: D

NEW QUESTION # 181

Housing Ltd is inviting a number of contractors to a tender for the construction of a commercial building. In the attachment to the invitation to tender, there is a document which describes the re-quired materials and installation methods. This document is known as...?

- A. Drawings
- B. Prescriptive specification
- C. Functional specification
- D. Performance specification

Answer: B

Explanation:

This question mentions about specification in construction. In this sector, specifications are written documents that describe the materials and workmanship required for a development. They do not include cost, quantity or drawn information and need to be read alongside other contract documentation such as quantities, schedules and drawings.

Specifications vary considerably depending on the stage to which the design has been developed, ranging from performance (open) specifications that require further development by a contractor or supplier, to prescriptive (closed) specifications for which the design is already complete when the project is tendered.

Prescriptive specifications typically contain detailed descriptions of the following components:

- General requirements relating to regulations and standards.
- The type of products and materials required.
- The execution and installation methods required.

Prescriptive specifications give the client much more certainty about the end product when making investment decisions (such as when they appoint the contractor), and place a greater burden on the designer to ensure proper installation rather than the contractor.

NEW QUESTION # 182

According to Porter's value chain, which of the following activities is categorised as support activity?

- A. Storage of raw materials
- B. Product warranties and special services
- C. Develop digital SRM technology to manage suppliers better
- D. Distribution of products from factory to retailer
- E. Supervising the production line

Answer: C

Explanation:

Primary activities consist of inbound logistics, operations, outbound logistics, sales & marketing, service.

Second activities consist of firm infrastructure, human resource management, technology development and procurement Graphical user interface, diagram Description automatically generated

Support activities (also known as secondary activities) include Firm infrastructure, Human resource management, Technology development and Procurement. Developing digital SRM technology to manage suppliers better is Technology development.

LO 1, AC 1.2

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