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CIPS L4M2 (Defining Business Needs) certification exam is designed to test the knowledge and skills of professionals in the field of procurement and supply chain management. Defining Business Needs certification program is recognized globally and is highly valued by employers and industry professionals alike. The CIPS L4M2 exam is aimed at individuals who are looking to advance their careers in procurement and supply chain management.

CIPS Level 4M2 Defining Business Needs module is an essential part of the CIPS Level 4 Diploma in Procurement and Supply. This module equips learners with the skills and knowledge needed to identify and analyze organizational needs, and to develop effective procurement strategies that meet those needs. By taking this module, learners will be able to demonstrate their expertise in procurement and supply chain management, and enhance their career prospects in this field.

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CIPS Level 4 Defining Business Needs certification exam is a rigorous evaluation of a candidate's understanding of the module's concepts and practical application. L4M2 exam is designed to test the candidate's ability to identify business needs, translate them into procurement requirements, and effectively communicate with stakeholders. L4M2 Exam comprises multiple-choice questions and scenario-based questions that assess the candidate's ability to apply the module's concepts to real-world scenarios.

## CIPS Defining Business Needs Sample Questions (Q282-Q287):

### NEW QUESTION # 282

Which of the following are typical environmental considerations throughout the contract life cycle? Select the TWO that apply.

- A. Inequality
- B. Waste management
- C. Health and safety
- D. Pollution control
- E. Modern slavery

**Answer: B,D**

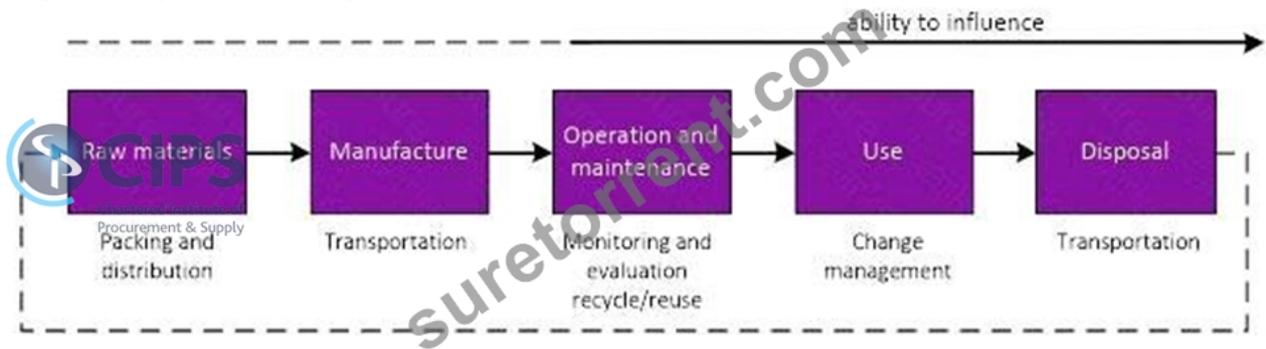
Explanation:

All procurement has some level of impact on the environment that needs to be minimised to ensure sustainable procurement practices.

The greatest opportunity to influence environmental outcomes is by selecting products and services with the least ongoing environmental impacts, such as use of water, electricity and fuel, waste/disposal management, and impact on human health over the life of the product or service.

Lifecycle stages that impact on the environment:

Diagram Description automatically generated



Most goods and services will have an element of environment impact in a number of areas. The five main impact areas are listed in the following table.

Graphical user interface, text, application, email Description automatically generated

Impact area	Details
Greenhouse emissions	<ul style="list-style-type: none"> <li>Does the product/activity consume electricity, natural gas, diesel, LPG, oil or any other fossil fuels?</li> <li>Is the delivery of the service likely to result in the use of electricity, natural gas, diesel, LPG, oil or any other fossil fuels?</li> </ul>
Water	<ul style="list-style-type: none"> <li>Will normal use of the product result in the use of potable water?</li> <li>Is the delivery of the services likely to result in the use of potable water?</li> </ul>
Waste	<ul style="list-style-type: none"> <li>Does the product include non recyclable components (including packaging) that are expected to be committed to landfill at the end of its useful life?</li> <li>Will purchase/use of the product/service result in waste to landfill?</li> </ul>
Air	<ul style="list-style-type: none"> <li>Will normal use of the product result in the release of air pollutants?</li> <li>Is the delivery of the services likely to result in the release of air pollutants?</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>Will purchase of the product/service result in an impact on native flora or fauna?</li> </ul>

Source: Buying for Victoria

#### NEW QUESTION # 283

Avram is carrying out a competitive tendering exercise for a security service provider, is this a straight re-buy?

- A. Yes, as market research is required before the purchase
- B. No, as he has an existing preferred supplier already set up
- C. No, as he is sourcing the market for a potential new supplier
- D. Yes, as the specification for the purchase has been modified

Answer: C

#### NEW QUESTION # 284

Buyers in the same industry with the same understanding of relative value and price may still make different decisions about whether to switch. Which of the following factors may prompt a buying organization to incline toward substitute products?

1. There is potential for backward integration
2. Access to financial resources
3. The switching cost is high
4. The substitute fits organisation's strategy

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

**Answer: B**

Explanation:

The threat of substitution is a function of three factors:

- \* The relative value/ price of a substitute compared to an industry's product
- \* The cost of switching to the substitute
- \* The buyer's propensity to switch

Buyers with different circumstances and in different industries do not all have equal propensities to substitute when faced with a comparable economic motivation. Differences in their circumstances lead buyers to respond to a given relative value to price (RVP) and switching cost differently. While such differences might be treated as factors that modify RVP or switching costs, it is more helpful in practice to isolate them.

Resources. Substitution often involves up-front investments of capital and other resources. Access to such resources will differ from one buyer to another.

Risk Profile. Buyers often have very different risk profiles, the result of such things as their past history, age and income, ownership structure, background and orientation of management, and nature of competition in their industry. Buyers prone to risk taking are more likely to substitute than buyers that are risk-averse.

Technological Orientation. Buyers experienced with technological change may be less concerned with some kinds of substitution risks, while extremely aware of others that a less technologically sophisticated buyer would be oblivious to.

Previous Substitutions. The second substitution may be easier for a buyer than the first, unless the first substitution has been a failure. The buyer's uncertainties over undertaking a substitution may have diminished if a past substitution has been successful, or risen if a past substitution has led to difficulties. In the soft drink industry, this seems to have worked to the benefit of aspartame.

Intensity of Rivalry. Buyers under intense competitive pressure and searching for competitive ad-vantage will tend to substitute more quickly to gain a given advantage than those that are not.

Generic Strategy. The RVP of a substitute will have different significance depending on the competitive advantage that industrial, commercial, or institutional buyers are seeking or the value of time and particular performance needs of the household buyer. A substitute that offers a cost saving will tend to be of more interest to a cost leader than a differentiator, for example.

Many of these factors that shape the buyer's propensity to substitute will be a function of the particular decision maker who is involved in the purchase decision.

Porter, Michael E.. *Competitive Advantage: Creating and Sustaining Superior Performance* (p. 278-289). Free Press. Kindle Edition.

Reference:

LO 2, AC 2.2

### NEW QUESTION # 285

Lider Ltd is a leading bathroom furniture manufacturer in India. The company has more than 30 years experience in the market with extended knowledge of engineering and customers' taste. Lider is planning to launch a new type of bath fitting next year which offers Bluetooth connectivity and thermostat display. The company gathers a team of multi-disciplines, including engineering, procurement, sales and marketing. At the first team meeting, the project leader tells the team to discuss which functions will be valued by the customers, and how to deliver those functions with the lowest costs possible. Which of the following describes the process that the project team is undertaking?

- A. Just in time
- B. Cost analysis
- C. Standardisation
- **D. Value engineering**

**Answer: D**

Explanation:

From the scenario, you can see that the project team is developing a new product. They start with analysing the functions, and the costs of delivering those functions. This is a typical process of value engineering. You may read more on value engineering from the reference paper.

### NEW QUESTION # 286



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