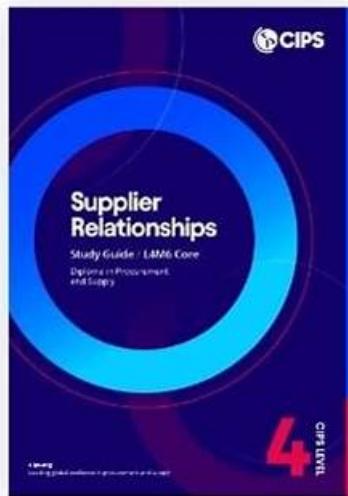


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CIPS L4M6 exam covers a range of topics related to supplier relationship management, including supplier selection, performance management, supplier development, contract management, and ethical considerations. L4M6 Exam is structured in a way that allows candidates to demonstrate their understanding of these topics and how they can be applied in real-world procurement scenarios.

## CIPS Supplier Relationships Sample Questions (Q228-Q233):

### NEW QUESTION # 228

A restricted market is a market where there are only a small number of capable and competent suppliers. Which of the following is not a reason for a marketplace to be restricted?

- A. Strong governmental regulation
- B. High barriers to entry
- C. Low levels of profitability
- D. The product is easy to source elsewhere

**Answer: D**

Explanation:

The correct answer is 'The product is easy to source elsewhere'. The other three are given as reasons a marketplace might be restricted on p.138. Other reasons also include; brand loyalty, difficult access to distribution channels, and companies colluding.

**NEW QUESTION # 229**

Mandy is looking to source windows and doors for a new build apartment block. She has done some initial research and has discovered that there are many suppliers in the marketplace that can supply the items she needs. As it is a high-value project she is thinking of running a formal tender. What should be Mandy's first step?

- A. Run an open competition - send out an ITT
- B. Run a restricted competition- send out a RFI
- **C. Run a restricted competition - send out a PQQ**
- D. Run an open competition - send out a RFQ

**Answer: C**

Explanation:

The correct answer is 'run a restricted competition - send out a PQQ'. This Question: tests both your understanding of when to run open and restricted competitions (which is explained on p.75) and your understanding of tender documents. Mandy should run a restricted competition- there are a lot of options in the marketplace and this will allow her to pre-qualify those who best suit her requirements. Running an open competition when there are lots of suppliers would be too time-consuming- you need a way of making a short-list. When you run a restricted competition, the first stage is sending out a PQQ- pre-qualification questionnaire; this document is sent to suppliers asking for necessary information to support their qualification as an approved supplier.

**NEW QUESTION # 230**

Early Supplier Involvement can be described as a collaborative relationship between a buyer and a supplier to develop a new project. Handfield's model describes four different levels of supplier involvement ranging from none to 'black box' (which is when the design is primarily driven by the supplier). What other level features on this model?

- A. Blue Box - when the buyer creates the product without input from the supplier
- B. Grey Box - when the involvement is buyer driven
- C. Red Box- when the supplier provides legal advice to the buyer on areas such as copywrite
- **D. White Box - when there is informal integration and the buyer consults with a supplier on a design**

**Answer: D**

Explanation:

The Handfield ESI model is on p.98 and comprises of Black Box, Grey Box, White Box and None. Therefore Red and Blue can be automatically discounted. The correct answer is White Box as the definition given is correct. Grey Box is a formalised supplier integration; joint development activity between buyer and supplier.

I have no idea why Handfield calls his system after coloured boxes- but it's only briefly mentioned in the study guide and is not likely to be a big topic in the exam.

**NEW QUESTION # 231**

When overcoming stakeholder resistance in a procurement-led project, which of the following groups would have the highest level of influence on other stakeholders?

- \* Negative leaders
- \* Silent opponents
- \* Supporters
- \* Promoters

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

**Answer: C**

Explanation:

In stakeholder management, Negative leaders and Promoters possess high influence over others:

\* Negative leaders: Individuals who oppose the project and can sway others against it due to their influence.

\* Promoters: Advocates who support the project and can positively influence others.

Understanding these dynamics is crucial for effectively managing stakeholder resistance.

As highlighted in the CIPS study materials:

"Overcoming resistance- Promoters - They have a high influence on other stakeholders and support the project. They support and empower."

## NEW QUESTION # 232

When using portfolio analysis, in which segment would you place a product with high expenditure, potentially provided by a large number of suppliers?

- A. Acquisitive
- B. Critical
- C. Strategic
- D. Leverage

**Answer: D**

Explanation:

Comprehensive and Detailed Explanation:

In the Kraljic Matrix, products are categorized based on supply risk and profit impact:

\* Leverage items: These have a high profit impact but low supply risk. They are often high-expenditure items available from multiple suppliers, allowing the buyer to leverage purchasing power to negotiate better terms.

Given the product has high expenditure and is available from many suppliers, it fits into the 'Leverage' category.

Reference:

CIPS L4M6 Study Guide

## NEW QUESTION # 233

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