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CIPS Scope and Influence of Procurement and Supply Sample Questions (Q32-Q37):

NEW QUESTION # 32
Explain FIVE ways conflicts of interest could be managed by effective corporate governance. (25 marks)

Answer:

Explanation:

See the solution in Explanation part below.
Explanation:
Five Ways to Manage Conflicts of Interest Through Effective Corporate Governance Conflicts of interest arise when an individual or entity has competing personal and professional interests that could compromise their judgment or decision-making in business transactions. Effectivecorporate governanceensures that such conflicts are identified, managed, and mitigated to uphold transparency, integrity, and accountability within an organization. Below are five ways corporate governance can help manage conflicts of interest:
1. Establishing Clear Policies and Codes of Conduct
* Organizations should implementformal policiesthat outline what constitutes a conflict of interest and how employees and stakeholders should handle such situations.
* Effectiveness:
* Provides clear guidelines on ethical behavior.
* Ensures employees disclose conflicts before engaging in business transactions.
* Sets disciplinary actions for non-compliance.
2. Mandatory Disclosure of Interests
* Employees, board members, and executives should berequired to declare financial, personal, or business intereststhat may conflict with their duties.
* Effectiveness:
* Enhances transparency in procurement and business dealings.
* Prevents individuals from unduly influencing decisions for personal gain.
* Enables proactive identification of potential conflicts before they escalate.
3. Implementing Independent Oversight and Decision-Making Structures
* Establishing independent committees such asaudit, risk, and procurement committeesto oversee critical decision-making.
* Effectiveness:
* Ensures decisions are made objectively, reducing the risk of favoritism or unethical influence.
* Promotes accountability by having multiple parties involved in key transactions.
* Prevents a concentration of power in one individual or department.
4. Whistleblowing Mechanisms and Ethical Reporting Channels
* Organizations should provideanonymous reporting mechanismsfor employees to report unethical behavior or conflicts of interest.
* Effectiveness:
* Encourages a culture of transparency and ethical behavior.
* Protects whistleblowers from retaliation.
* Allows management to address conflicts before they result in financial or reputational damage.
5. Regular Audits and Compliance Monitoring
* Conducting periodicinternal and external auditsto detect and investigate potential conflicts of interest.
* Effectiveness:
* Helps identify patterns of unethical behavior.
* Ensures continuous improvement in governance practices.
* Reinforces a compliance-driven corporate culture.
Conclusion
By implementing these governance strategies, organizations can effectivelymanage conflicts of interest, reduce risks associated with unethical practices, and ensure decisions are made in the best interest of stakeholders. Effective corporate governance fosters trust, accountability, and long-term business sustainability.

NEW QUESTION # 33
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 inExplanation partbelow.
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 and 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 notes 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 # 34
(a) Outline the main characteristics of an Enterprise Resource Planning (ERP) system.
(10 marks)
(b) Explain how an Enterprise Resource Planning (ERP) system can be used in a procurement and supply chain context.

Answer:

Explanation:
See the solution in Explanation part below
Explanation:
3 (a) Outline the main characteristics of an Enterprise Resource Planning (ERP) system.
(10 marks)
An Enterprise Resource Planning (ERP) system is an integrated software system used by organisations to manage and coordinate key business activities through one central system. Its main characteristics are as follows:
1. Integration of business functions
One of the main characteristics of an ERP system is that it links different departments such as procurement, finance, HR, production, warehousing, and sales.
This means information can be shared across the business rather than each department working in isolation.

2. Centralised database
ERP systems usually operate from a single shared database.
This ensures that all users are working from the same data, which improves accuracy and reduces duplication of records.
3. Real-time information
ERP systems provide up-to-date information in real time.
For example, if stock levels change or a purchase order is raised, the system updates immediately so other departments can see the latest information.
4. Standardised processes
ERP systems support the use of common procedures and workflows across the organisation.
This helps ensure activities are carried out consistently and in line with company policies.
5. Modular structure
Most ERP systems are made up of different modules, such as procurement, inventory, finance, manufacturing, and customer management.
A business can choose the modules it needs while still keeping all functions connected.
6. Automation of routine tasks
ERP systems can automate repetitive activities such as order processing, invoice matching, stock reordering, and reporting.
This reduces manual work and can improve efficiency.
7. Improved visibility and reporting
ERP systems provide managers with access to reports and dashboards that show performance across the organisation.
This supports better decision-making and control.
8. Security and access controls
ERP systems normally include user permissions and approval levels.
This means only authorised employees can access or approve certain transactions, which strengthens control and compliance.
9. Support for planning and forecasting
ERP systems help organisations plan resources more effectively by using data on demand, stock, production, and purchasing.
This helps businesses make better forecasts and allocate resources efficiently.
10. Scalability
An ERP system can often grow with the organisation.
As the business expands, new users, modules, or locations can be added to the system.
Conclusion
Overall, the main characteristics of an ERP system are integration, shared data, real-time information, standardisation, automation, and improved control. These features help organisations manage their operations more effectively.
3 (b) Explain how an Enterprise Resource Planning (ERP) system can be used in a procurement and supply chain context.
In a procurement and supply chain context, an ERP system can be used to improve the flow of information, increase efficiency, and support better decision-making across the supply chain.
1. Purchase requisition and purchase order processing
An ERP system can be used to create and manage purchase requisitions and purchase orders.
When a department identifies a need, the request can be entered into the system and routed for approval. Once approved, the ERP system can generate a purchase order and send it to the supplier.
This helps procurement by making the process faster, more accurate, and easier to control.
2. Supplier information management
ERP systems can store supplier records in one place, including:
supplier contact details
pricing agreements
contract terms
delivery performance
quality records
This means procurement staff can make informed decisions when selecting and managing suppliers.
3. Inventory and stock control
ERP systems allow organisations to monitor inventory levels in real time.
This helps procurement teams know when materials need to be reordered and prevents both stockouts and overstocking.
For example, if stock falls below a minimum level, the system may trigger a reorder alert or automatic replenishment process.
4. Demand planning and forecasting
ERP systems can analyse historical sales and usage data to help forecast future demand.
This allows procurement and supply chain teams to plan purchases more effectively and ensure materials are available when needed.
This is particularly useful in manufacturing, where raw materials must be available to support production schedules.
5. Production planning and materials management
In a manufacturing environment, ERP systems can link procurement with production planning.
If the production department schedules the manufacture of goods, the ERP system can calculate the raw materials and components required.
This supports materials requirements planning (MRP) and ensures procurement orders the right items in the right quantities.

6. Goods receipt and invoice matching
When goods are delivered, the ERP system can record the receipt and compare it against the original purchase order and supplier invoice.
This is often called three-way matching.
This improves accuracy, reduces fraud, and ensures suppliers are only paid for goods that were actually ordered and received.
7. Supplier performance monitoring
An ERP system can collect data on supplier performance, such as:
on-time delivery
quality of goods
lead times
price changes
Procurement can use this information to review supplier performance, manage contracts, and identify opportunities for improvement.
8. Spend analysis
ERP systems can provide visibility of organisational spend by supplier, category, or department.
This helps procurement identify patterns, negotiate better deals, and reduce unnecessary or off-contract spending.
9. Improved communication across the supply chain
Because the ERP system integrates departments such as procurement, warehousing, production, and finance, all parties can access the same data.
This improves coordination and reduces misunderstandings.
For example, finance can see what has been ordered, warehouse staff can prepare for deliveries, and production can check material availability.
10. Compliance and audit trail
ERP systems help ensure that procurement activities follow company policy through approval workflows and user permissions.
They also create an audit trail, showing who raised, approved, ordered, and received goods.
This improves governance and reduces compliance risks.
Conclusion
In a procurement and supply chain context, an ERP system supports purchasing, stock control, planning, supplier management, and reporting. It creates a more connected and efficient process, helping organisations reduce costs, improve control, and ensure the smooth flow of goods and information.

NEW QUESTION # 35
Bob is a procurement manager at ABC Ltd. He has been asked to ensure all future purchases achieve
'value for money' for the organisation. What is meant by 'value for money'? (5 points). Describe 4 techniques that Bob could use to achieve this (20 points)

Answer:

Explanation:
See the solution in Explanation part below.
Explanation:
1) A definition of Value for Money: ensuring a purchase is cost effective. This may be that the purchase achieves the 5 Rights of Procurement or that the purchase achieves the 4Es: Economy, Efficiency, Effectiveness and Equity. - this is only worth 5 points, so don't spend too long on this
2) 4 techniques Bob can use to achieve VFM: this is the bulk of your essay. Each of the 4 will be worth 5 points, so remember to give a thorough Explanation: and example. Pick 4 from the list below: complete a value analysis to eliminate non-essential features, minimise variety/ consolidate demand, avoid over specification, pro-active sourcing, whole life costing methodologies, eliminate / reduce inventory, use electronic systems, international sourcing, sustainability / environmental policies, currency/ exchange rate considerations, negotiating good payment terms, packaging, warrantees.
Example Essay:
"Value for money" (VFM) is a concept that refers to obtaining the best possible return on investment or benefits relative to the cost incurred. It involves assessing whether the goods, services, or activities provided offer an optimal balance between their cost and the quality, benefits, or outcomes they deliver.
Value for money is not solely about choosing the cheapest option; instead, it considers the overall efficiency, effectiveness, and long-term value derived from an expenditure. For Bob, the Procurement Manager at ABC Ltd there are four key ways that he can achieve this for all future purchases.
Value Engineering
This is looking at the components of a product and evaluating the value of each component individually. You can then eliminate any components that do not add value to the end product. To do this Bob would choose a product to review and determine whether any parts of this can be omitted (thus saving the company money) or could be replaced by components that are of a higher quality at the same price (thus providing added value to the customer). For example, Bob could complete a Value Engineering exercise on the

new mobile phone prototype ABC plan to release next year. His findings may discover a way to provide a higher quality camera at no additional cost or that some components don't add value and can be eliminated.
Consolidate demand
Bob can achieve value for money by consolidating demand at ABC ltd. This would mean rather than each individual person/ department ordering what they want when they need it, Bob creates a centralised process for ordering items in bulk for the departments to share. For example, if each department require stationary to be ordered, Bob can consolidate this demand and create one big order each quarter. This will likely result in cost savings for ABC as suppliers often offer discounts for large orders. Moreover, consolidating demand will allow for saving in time (one person does the task once, rather than lots of people doing the same task and duplicating work).
International sourcing
Bob may find there is value for money in changing suppliers and looking at international sourcing.
Often other countries outside of the UK can offer the same products at a lower cost. An example of this is manufactured goods from China. By looking at international supply chains, Bob may be able to make cost-savings for ABC. He should be sure that when using this technique there is no compromise on quality.
Whole Life Costing methodology
This is a technique Bob can use for procuring capital expenditure items for ABC. This involves looking at the costs of the item throughout its lifecycle and not just the initial purchase price. For example, if Bob needs to buy a new delivery truck he should consider not only the price of the truck, but also the costs of insurance for the truck, how expensive it is to buy replacement parts such as tyres and the cost of disposing of the truck once it reaches the end of its life. By considering these factors Bob will ensure that he buys the truck that represents the best value for money long term.
In conclusion Bob should ensure he uses these four techniques for all items he and his team procures in the future. This will ensure ABC Ltd are always achieving value for money, and thus remain competitive in the marketplace.
Tutor Notes
- This case study is really short, and the ones you'll receive in the exam are often longer and give you more guidance on what they're expecting you to write. With case study questions, you have to make your entire answer about Bob. So don't bring in examples from your own experience, rather, focus on giving examples for Bob.
- A good rule of thumb for case study questions is make sure you reference the case study once per paragraph.
- Value for Money is a really broad topic and you can pretty much argue anything that procurement does is helping to achieve value for money. There's a large table of stuff that's considered VFM on p.38 but that table isn't exhaustive. So feel free to come up with your own ideas for this type of essay.
Some additional tidbits of information on VFM:
- The 'academic' definition of Value for Money is 'the optimum combination of whole life cost and the quality necessary to meet the customer's requirement'
- Value for Money is an important strategic objective for most organisations but particularly in the public sector. This is because the public sector is financed by public money (taxes), so they must demonstrate that the organisation is using this money wisely. This might be an interesting fact to put into an essay on VFM.
- Value can often be hard to quantify, particularly in the service industry. E.g. in customer service it can be difficult to quantify the value of having knowledgeable and polite employees delivering the service.

NEW QUESTION # 36
Describe the key drivers for organisations who operate in the public, private and third sector (25 marks)

Answer:

Explanation:
See the solution in Explanation part below
Explanation:
- There's 2 main approaches to layout you could take for this question. Firstly, divide your essay into three sections for the public, private and third sectors and talk about the key drivers for each sector separately. Alternatively, you could select a couple of drivers and form paragraphs around them, explaining in each paragraph whether the driver is strong or weak or even applicable for the different sectors.
- Drivers you could talk about include attitudes towards money, survival in the industry, differentiation, need for transparency, resources available, stakeholders, regulatory compliance
- Your answer should say why these are drivers in each of the industries, whether these drivers are strong or weak and why.
Example essay:
Organizations across the public, private, and third sectors operate within different paradigms, driven by distinct motivations and constraints. Understanding these key drivers is essential for comprehending how these organizations function and achieve their objectives. This essay explores the fundamental drivers of organizations in each of these sectors, focusing on attitudes towards money, survival, differentiation, need for transparency, resource allocation, and stakeholder management.

Attitudes Towards Money:
The approach to profit significantly differentiates the sectors. In the private sector, profit is a primary driver, essential for survival and rewarding shareholders. Conversely, the public sector is not profit-driven; its primary aim is to provide essential services to society, regardless of financial gain. The third sector, often termed 'not-for-profit', also requires profit generation, but uniquely, all profits are reinvested into the organization to further its aims, rather than being distributed as shareholder dividends. The Public-Sector needs to 'balance the books' but it is not a profit-generating area of the economy. The priority around money is ensuring that taxpayer money is well spend and that procurement activities represent value for money.
Survival in the Industry:
Survival strategies vary across sectors. Private and third sector organizations must focus keenly on survival, necessitating efficiency and sound business processes. The public sector, by contrast, can continue operating even when inefficient or running at a deficit, as seen in cases like local councils operating with budget shortfalls. This difference underscores a greater urgency for efficient management in the private and third sectors.
Differentiation:
Differentiation is a key driver in the private sector due to competition. Private entities often strive to distinguish their goods or services to gain a competitive edge, either through cost competitiveness or unique offerings. However, differentiation is less of a driver in the public and third sectors, where organizations are often sole providers of certain services or focus on specific social causes without direct competition.
Need for Transparency and Regulatory Compliance:
Transparency and adherence to regulations are paramount in the public and third (not-for-profit) sectors. These sectors are highly regulated, with public organizations adhering to regulations like the Public Contract Regulations 2015 and third sector organizations following guidelines set by bodies like the Charities Commission. The public's right to information through mechanisms like Freedom of Information requests further underscores this need for transparency. In contrast, the private sector faces less pressure for transparency, though it is not entirely exempt from regulatory compliance.
Resource Availability:
The availability and management of resources are different across sectors. Public and third sector organizations often operate with limited funds, making value for money a critical driver. They must achieve their objectives within these financial constraints. In contrast, the private sector generally has greater flexibility in resource acquisition, able to raise funds through loans or share sales, providing them with a broader scope for investment and expansion.
Stakeholder Management:
Stakeholder dynamics vary significantly among sectors. Public and third sector organizations often have a wide range of stakeholders, though these stakeholders may not wield significant power. Conversely, stakeholders in private organizations, like employees, can exert considerable influence, as seen in cases where employees might strike for better working conditions. Therefore, managing and satisfying stakeholders can be a more pressing concern in the private sector compared to the public sector, where actions like strikes can be legally restricted.
Conclusion:
In summary, organizations in the public, private, and third sectors are driven by different motivations and constraints. While profit is a major driver in the private and third sectors, it serves different purposes in each. Survival strategies, the need for differentiation, transparency requirements, resource management, and stakeholder relations all vary significantly across these sectors, reflecting the distinct roles and responsibilities they hold in society. Understanding these key drivers is crucial for anyone looking to navigate or interact with these diverse organizational landscapes effectively.
Tutor Notes:
- If you're asked about different sectors of the economy it can be difficult to know what to talk about. An easy way to remember topics you can discuss in your essay is the acronym CAROLS which stands for: Competition, Activity, Responsibilities, Objectives, Legal Restrictions and Stakeholders. This acronym may generate some ideas of things you can discuss in your essay.
- This question takes some content from different Learning Outcomes throughout L4. Charities are discussed separately from Public and Private Sectors in LO 4.4 p.230.

NEW QUESTION # 37
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In order to copy the Smart Object layer, you need to do it in a special L4M1 Valid Exam Answers way: in Photoshop under the Layer menu is a flyout menu called Smart Objects, That means that it's locked in certain ways.

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