

# L4M2更新, L4M2題庫最新資訊



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當你感到悲哀痛苦時, 最好是去學東西, 學習會使你永遠立於不敗之地。NewDumps CIPS的L4M2考試培訓資料同樣可以幫助你立於不敗之地。有了這個培訓資料, 你將獲得國際上認可及接受的CIPS的L4M2認證, 這樣你的全部生活包括金錢地位都會提升很多, 到那時, 你還會悲哀痛苦嗎? 不會, 你會很得意, 你應該感謝NewDumps網站為你提供這樣一個好的培訓資料, 在你失落的時候幫助了你, 讓你不僅提高自身的素質, 也幫你展現了你完美的人生價值。

CIPS L4M2 認證考試涵蓋了與定義業務需求相關的各種主題, 包括各種收集需求的方法、利益相關者管理和業務案例的開發。成功的候選人將全面理解如何以符合所有利益相關者要求的方式定義業務需求, 並確保組織能夠實現其目標。考試包括多項選擇題, 旨在測試理論知識和實踐技能。

## CIPS L4M2 考試大綱:

主題	簡介
主題 1	<ul style="list-style-type: none"> <li>Understand market management in procurement and supply: This section of the exam evaluates the expertise of Supply Chain Managers in managing and analyzing different markets. It includes understanding procurement considerations across sectors such as manufacturing, construction, retail, financial, agriculture, and services. Candidates are tested on their ability to compare competitive forces that influence markets, including supplier and buyer bargaining power, threats from substitutes, and new entrants. The section also focuses on differentiating between direct and indirect costs, identifying reliable sources of market data, and using this information to estimate costs, prepare budgets, and analyze potential cost variability.</li> </ul>
主題 2	<ul style="list-style-type: none"> <li>Understand how to develop a business case for requirements to be sourced from external suppliers: This section of the exam measures the skills of Procurement Analysts and focuses on understanding how business needs influence sourcing decisions. It covers identifying different types of purchases such as new, modified, and straight rebuys, and analyzing their implications on procurement strategies. Learners are expected to understand how procurement contributes to developing a strong business case by assessing costs, prices, and market data. It also includes estimating direct and indirect costs, applying whole-life asset management principles, and using financial models and budgets to control purchasing activities.</li> </ul>
主題 3	<ul style="list-style-type: none"> <li>Understand the use of specifications in procurement and supply: This part of the exam assesses the capabilities of Procurement Officers and focuses on how specifications are developed and used in procurement. It involves understanding various types of specifications, such as conformance and performance specifications, and identifying key information sources including internal expertise, external standards, and sustainability factors. The section highlights the importance of structuring specifications with clear scope, definitions, testing, acceptance, and change control mechanisms, while integrating environmental, social, and governance criteria. Additionally, it covers the risks of poor specification design and how to mitigate them through monitoring, review, and improvement. Candidates are also expected to recognize opportunities for standardization, value analysis, and value engineering to enhance specification quality and support long-term procurement performance.</li> </ul>

## 授權的L4M2更新擁有模擬真實考試環境與場境的軟件VCE版本&精心準備的L4M2: Defining Business Needs

還在為不知道怎麼通過的L4M2認證考試而煩惱嗎？現在終於不用擔心這個問題啦。NewDumps多年致力於L4M2認證考試的研究，有著豐富的經驗，強大的考古題，幫助你高效率的通過考試。能否成功通過一項考試，並不在於你看了多少東西，而在於你是否找對了方法，NewDumps就是你通過L4M2認證考試的正確方法！

## 最新的 CIPS Level 4 Diploma in Procurement and Supply L4M2 免費考試真題 (Q178-Q183):

### 問題 #178

OMK is a Russian steel firm that is expanding market abroad. It plans to build a steel plant in a foreign country. Due to intricate technical requirements, the plant design will be very complex. Procurement department or technical department alone cannot draft the specification. OMK senior management decides that this task must be treated as a project. Which of the following should be done before writing the specification for new steel plant?

- A. Develop the performance framework for the supplier
- **B. Develop project initial document**
- C. Draft the terms and conditions for plant construction contract
- D. Invite suppliers to the tendering process

答案: B

### 解題說明:

The writing of a complex specification should be treated as a project because it requires the brain power from different stakeholders. Many tools and processes of project management can be applied to complex specification development. Before engaging with the stakeholders and implementing the project, the project initial document should developed.

A Project Initiation Document (PID) is one of the most important components of project management, which forms the foundation for a company project. It is a reference point during the entire project, for the client as well as for the project team.

A PID bundles documentation into a logical reference work that collects all important information needed to start and run a project from a good foundation. After that, Project Initiation Document must be transferred to all stakeholders, including business sponsors. This forms the basis for the project management. The documentation from which the PID is composed include the business case in which the project's justification can be found, the communication plan and the project plan.

The PID is composed out of collected information and includes, among others, the following components:

- Project goal(s); what do you want to achieve with the project?
- Project size; how large is the project, how long does it take and how many people are involved?
- Project organisation; who are involved in the project, what are their tasks, responsibilities and authority?
- Limits and risks; what can cause a project to stagnate and are there risks related to the project?
- Stakeholders; who has a stake in the success of the project?
- Project checks and frame reporting; by carefully taking into account evaluation moments, it is clear to everyone what sample tests can be carried out during the process.

In addition, it is important that the Project Initiation Document also contains the following information:

- The background and occasion of the project, which together provide information about the context.
- The project organisational structure, which describes who has which management responsibility in the project.
- The project quality plan, describing who controls the quality of the products to be delivered and how it will take place.
- The total project planning, including the duration of all activities.
- The exception process, which describes how exceptions are dealt with and the steps of the escalation procedure.
- The risk log, including the measures that will be taken when there are unforeseen risks.
- The documentation structure of the project, in which the encoding and storage of all documents and products to be provided by the project has been recorded in advance.

### 問題 #179

Which of the following is an advantage of competitive benchmarking over other types of benchmarking?

- A. Different corporate culture
- B. Cost effectiveness
- C. Limited access to competitor's data
- **D. Similarity among processes**

答案： D

解題說明：

Competitive benchmarking

Competitive benchmarking is a direct competitor-to-competitor comparison of a product, service, process, or method. This form of benchmarking provides an opportunity to know yourself and your competition better; combine forces against another common competitor. An example of competitive benchmarking within the Department of Defense, might include contrasting Army and Air Force supply systems for Joint initiatives.

Within the private sector, two or more American car companies might benchmark for mutual benefit against common international competitor; or, rival chemical companies benchmark for environmental compliance.

Benefits

- Comparing like processes
- Know your competition better
- Possible partnership
- Useful for planning and setting goals
- Similar regulatory issues

Challenges

- Difficult legal issues
- Relatively low performance improvement
- Threatening
- Limited by trade secrets
- May provide misleading information
- May not get best-in-class comparisons
- Competitors could capitalize on your weaknesses

Source: USN Benchmarking Handbook

Reference: CIPS study guide page 50

LO 1, AC 1.3

### 問題 #180

A hospital extensively spends on medical and implantable devices, medical, surgical and pharmaceutical supplies, costs of supplies related to buildings and maintenance operations. Hospital's procurement manager suggests that the hospital has an opportunity to reduce operational costs by reducing variation of medical devices and pharmaceutical supplies. Which of the following best describe the procurement manager's suggestion?

- A. Value engineering
- **B. Product standardisation**
- C. Process re-engineering
- D. Process standardisation

答案： B

解題說明：

The hospital is buying too many product variants. This may cause bottleneck in its operation and increase operational expense. So procurement manager suggests to standardise products.

This is an example of the benefits of product standardisation:

Saint Thomas Health, a system of 5 hospitals, needed to find a way to reduce costs. They were purchasing different SKUs for products that were very similar, in this case, labels. They bought label rolls for \$3 and a very similar product for \$1. This oversight in product purchases impacted the overall costs of the system.

After partnering with a sole source vendor it was able to save \$200,000 over a four year span. They accomplished this simply by standardizing label products. These savings, however, only account for the immediate savings from standardizing products. The saving that are not factored into that number are the savings from soft or hidden costs.

On a national scale, hospitals lose millions of dollars per year in hidden expenses due to missed opportunities for cost containment and incorporation. Some of the hidden elements that increase overall costs for a healthcare provider include the following:

- Redundant purchasing
- Freight

- Excessive purchase orders
- Multiple vendor relations
- Low efficiency
- Joint commission fines
- HAI

By implementing product standardization, hospitals and health systems reduce vendors, are able to reduce SKUs, purchase orders, inefficiency, freight costs, fines, and off-contract spending. All of this adds up to large savings for the organization as a whole. 96% of the respondents in the survey agree that consolidating suppliers and standardizing product purchases across organization would reduce hidden costs.

#### 問題 #181

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

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

答案： D,E

解題說明：

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:

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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.

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Source: Buying for Victoria

#### 問題 #182

Bob is a new procurement specialist at XYZ Ltd. He is assigned to categorise the company's supplies. After analysing, Bob realises that a group of low value products is sourced from a tiny geo-graphical area which is prone to flooding. What would be the best strategy to manage this category of products?

- A. Form partnership relationship with the current supplier
- B. Assign some of procurement jobs to user department
- C. Find an alternative source to secure supply
- D. Source this group of products from only one supplier

答案： C

解題說明：

In the scenario, the products have low value and high risk of supply. This group is known as bottleneck or critical in Kraljic's portfolio matrix. The objective for such items would be securing the supply. The company can achieve this goal by 'making' the products themselves, or finding an alternative option.

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Reference: CIPS study guide page 82-84

LO 2, AC 2.1

#### 問題 #183

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