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The Chartered Institute of Procurement and Supply (CIPS) L4M2 Exam, also known as Defining Business Needs, is a crucial step in the procurement process. L4M2 exam focuses on the importance of understanding the business requirements and aligning them with procurement strategies. It also covers various techniques that procurement professionals can use to identify business needs, such as conducting stakeholder analysis, business process mapping, and SWOT analysis.

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CIPS Defining Business Needs Sample Questions (Q90-Q95):

NEW QUESTION # 90

Which of the following would a buyer include when issuing an output specification to suppliers?

- A. The characteristics of the components
- **B. A requirements brief**
- C. A product sample
- D. The manufacturing processes required

Answer: B

Explanation:

Detailed Explanation:

An output specification defines the desired outcome or result of the procurement rather than specifying how the result should be achieved. A requirements brief outlines the goals, leaving flexibility for the supplier to propose solutions. Reference: CIPS Level 4, Output Specifications in Procurement.

NEW QUESTION # 91

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

Answer: C

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.

Reference:

- CIPS study guide page 171-173

- Value Analysis - Norwood Whittle (cimaglobal.com)

- A CASE STUDY ANALYSIS THROUGH THE IMPLEMENTATION OF VALUE ENGINEERING (researchgate.net) LO 3, AC 3.4

NEW QUESTION # 92

Which of the following problems may be identified as open-ended problems? Select TWO that apply:

- **A. Logistics costs incur a large portion in wholesale prices**
- B. Engine failures cause flight cancellations.
- C. Shortage of key medicines in healthcare industry
- **D. The suppliers don't comply with the company's policy on underage labour.**
- E. A cyber attack takes down whole company's IT system

Answer: A,D

Explanation:

Open-ended problem is something stopping the achievement of an objective or blocking progress. To solve this type of problems,

procurement professional should find a way to unblock the block-age. In the above question, high logistics cost is an obstacle to cost cutting objective while supplier's non-compliance prevents the company to achieve its sustainable objective.

Reference: CIPS study guide page 11

LO 1, AC 1.1

NEW QUESTION # 93

Ymira is asked to develop the specification for water purifier which will be used at the company headquarter.

She believes that the specification can be drafted based on the information available on the Internet, such as blog posts, comparison websites, how-to websites, life hacks, etc. Which of the following traits will make the information more useful?

- A. Trustworthy sources
- B. Written by inexperienced author
- C. Promotional information
- D. Subjectivity
- E. Objectivity

Answer: A,E

Explanation:

Internet is a great source of information, however, information from the Internet needs to be tested for accuracy and reliability. To check the information from the Internet, a buyer can use the criteria with acronym SAMOA:

Source (of the information)

Audience (intended as the recipient of the information)

Methodology (used to collect and analyse the data)

Objectivity (of the information - there should be no bias)

Accuracy

NEW QUESTION # 94

Which of the following are advantages of zero-based financial budgeting?

- * Use of previous year figures
- * Emphasis on short-term planning
- * Budget treated as flexible
- * Focus on operational issues

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

Answer: D

Explanation:

Detailed Explanation: Zero-based budgeting emphasizes starting from scratch and justifying all expenses.

* 3 (Budget flexibility): Ensures resources are allocated dynamically based on needs.

* 4 (Focus on operational issues): Encourages alignment with operational priorities rather than historical trends. Using prior figures (1) is contrary to zero-based budgeting principles. Reference: CIPS Level 4, Financial Planning and Budgeting.

NEW QUESTION # 95

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