

# L4M2參考資料 - L4M2學習資料

## L4M2 Summarised Note

### 1. Understand how to devise a business case for requirements to be sourced from external suppliers:

#### 1.1 Analyse how business needs influence procurement decisions:

##### a. Different types of purchase:

- Straight re-buy:
  - When to use straight re-buy
  - Typical scenarios that straight re-buy is adopted
- Modified re-buy:
  - When to use modified re-buy
  - Typical scenarios that modified re-buy is adopted
- New purchase
  - When to use new purchase
  - Typical scenarios that new purchase is adopted

##### b. Ways to identify business needs: RASQCI

##### c. Problem solving skills for procurement professionals:

- Types of problems:
  - Closed problems
  - Open ended problems
- Problem solving processes: 5 why.

##### d. Typical sessions of a business case: Executive summary; Long-term strategy consideration; Business requirements; Price and cost analysis; Market analysis; Supply analysis; Technical developments; Vulnerability analysis; Sourcing objectives; Implementation plan; Competitive advantages...

#### 1.2 Identify how costs and prices can be estimated for procurement activities

##### a. Types of market data:

- Primary data (field research): examples of these sources

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在如今互聯網如此發達社會裏，選擇線上培訓已經是很普遍的現象。Fast2test就是眾多線上培訓網站之一。Fast2test的線上培訓有著多年的經驗，可以為參加CIPS L4M2 認證考試的考生提供高品質的學習資料，來能滿足考生的所有需求。

CIPS L4M2認證考試是業務分析領域專業人士的必備資格。它提供了定義業務需求的原則和實踐的全面理解，這對於在這個領域取得成功至關重要。通過考試的候選人將展示他們的專業知識和承諾，這可能會帶來新的機會和職業發展。

CIPS L4M2 認證考試對於希望在業務分析領域中推進職業生涯的專業人士來說是一個至關重要的步驟。此考試旨在測試候選人對定義業務需求過程的知識和理解。它旨在評估他們識別利益相關者的要求、分析業務流程並推薦滿足組織需求的解決方案的能力。

>> L4M2參考資料 <<

## CIPS L4M2參考資料和Fast2test - 資格考試和L4M2的領導者：Defining Business Needs

作為IT認證考試學習資料的專業團隊，Fast2test是您獲得高品質學習資料的來源。無論您需要尋找什麼樣子的CIPS L4M2考古題我們都可以提供，借助我們的L4M2學習資料，您不必浪費時間去閱讀更多的參考書，只需花費20 – 30小時掌握我們的CIPS L4M2題庫問題和答案，就可以順利通過考試。我們為您提供PDF版本的和軟件版，還有在

線測試引擎題庫，其中L4M2軟件版本的題庫，可以模擬真實的考試環境，以滿足大家的需求，這是最優秀的L4M2學習資料。

定義商業需求模組針對的是負責採購和供應鏈活動的專業人士。此模組非常適合採購經理、供應鏈經理和其他想要開發其識別和分析商業需求技能的專業人士。此模組也適合對從事採購和供應鏈管理職業有興趣的專業人士。

## 最新的 CIPS Level 4 Diploma in Procurement and Supply L4M2 免費考試真題 (Q104-Q109):

### 問題 #104

In 2016, ANA Airlines had to cancel some of its flight. The airline said it had discovered the cracks to the jet engine turbine blades. What should ANA procurement team do next to solve this problem?

- A. Generate options addressing the issue
- B. Assess the risks
- **C. Collect data to identify the root cause**
- D. Analyse the situation and draw conclusion
- E. Define the ideal solution

答案：C

解題說明：

Cracks on the jet engine is a closed-end problem. A typical problem solving process has 8 steps:

Step 1: Define the Problem

- What is the problem?
- How did you discover the problem?
- When did the problem start and how long has this problem been going on?
- Is there enough data available to contain the problem and prevent it from getting passed to the next process step? If yes, contain the problem.

Step 2: Clarify the Problem

- What data is available or needed to help clarify, or fully understand the problem?
- Is it a top priority to resolve the problem at this point in time?
- Are additional resources required to clarify the problem? If yes, elevate the problem to your leader to help locate the right resources and form a team.
- Consider a Lean Event (Do-it, Burst, RPI, Project).
- Ensure the problem is contained and does not get passed to the next process step.

Step 3: Define the Goals

- What is your end goal or desired future state?
- What will you accomplish if you fix this problem?
- What is the desired timeline for solving this problem?

Step 4: Identify Root Cause of the Problem

- Identify possible causes of the problem.
- Prioritize possible root causes of the problem.
- What information or data is there to validate the root cause?

Step 5: Develop Action Plan

- Generate a list of actions required to address the root cause and prevent problem from getting to others.
- Assign an owner and timeline to each action.
- Status actions to ensure completion.

Step 6: Execute Action Plan

- Implement action plan to address the root cause.
- Verify actions are completed.

Step 7: Evaluate the Results

- Monitor and Collect Data.
- Did you meet your goals defined in step 3? If not, repeat the 8-Step Process.
- Were there any unforeseen consequences?
- If problem is resolved, remove activities that were added previously to contain the problem.

Step 8: Continuously Improve

- Look for additional opportunities to implement solution.
- Ensure problem will not come back and communicate lessons learned.
- If needed, repeat the 8-Step Problem Solving Process to drive further improvements.

ANA has already known what is going on, the next step they should adopt is collecting more information on the problem. If the

airline is hurry to the solution, it may choose 'Generate options addressing the issue'. The crack on turbine blade can be welded, or the airline replaces a new blade. However, jumping to solution without knowing the root cause does not completely solve the problem. The root cause is unaddressed, then it may occur in the future. Therefore, the airline should still collect information to find the root cause, then remove it.

Reference:

LO 1, AC 1.1

#### 問題 #105

Which of the following is a challenge of making a business case for straight re-buys?

- A. Effective inventory control
- B. Research of procurement process
- C. Identifying suitable suppliers
- D. Terms and conditions

答案： A

解題說明：

For straight re-buy, the specifications for the products are known. Generally, there will be an existing contract with supplier in place. The business need is challenged annually, only on the annual demand. So effective inventory control will help procurement successfully manage straight re-buy.

#### 問題 #106

A procurement team is categorising their purchased items into four quadrants of Kraljic's supply chain portfolio matrix. They realise that there are some low-value items which come from very few suppliers in the market. The organisation is critically dependent on these suppliers. The team plans to reduce the dependence by finding alternative sources. Is this a right course of action?

- A. No, there is no way to escape this dependency
- B. Yes, this action will dramatically increase the supplier's bargaining power
- C. No, the organisation should run competitive biddings to exploit the competition
- D. Yes, the organisation needs to reduce the supply risks

答案： D

解題說明：

According to Kraljic portfolio matrix, the low-value items with high supply risk are bottleneck items.

The purchasing strategy that is commonly recommended for these products is primarily based on acceptance of the dependence and reduction of the negative effects of the unfavourable position. An alternative strategy suggested by purchasing practitioners is to find other suppliers and move towards the non-critical quadrant.

- Accept dependence, reduce negative consequences: The main focus of this strategy is to assure supply, if necessary even at additional cost. Examples of this strategy are keeping extra stocks of the materials concerned or developing consigned stock agreements with suppliers. By performing a risk analysis firms can identify the most important bottleneck products and consider the implications. A possible action for dealing with unexpected bad dependence positions for certain products is to employ contingency planning.

- Reduce dependence and risk, find other solutions: This strategy is geared towards reducing the dependence on the supplier. The most common way to achieve this is to broaden the specifications of the product or to search for new suppliers.

The procurement team in the scenario has selected reducing dependency by finding alternatives. This is a right strategy for bottleneck item.

#### 問題 #107

When preparing through-life specification, which of the following requirements should procurement team define besides the physical asset? Select TWO that apply.

- A. Customer service
- B. Objectives
- C. Logistics and installation
- D. Market analysis

- E. Available substitute

答案：A,C

解題說明：

Through-life Management involves the life-cycle management of the products, services and activities required to deliver a fully integrated capability to the customer, while reducing the cost of ownership for the customer.

Diagram, table Description automatically generated

□ Source: Andrew Graves

With through-life management, buyer not only cares about the physical asset but also other factors like customer services and maintenance.

#### 問題 #108

A procurement manager is helping to improve a specification for an existing product. They list all existing functions, processes, their costs, and the value they add. This exercise aims to support writing an improved specification for future purchasing. Which of the following is this an example of?

- A. Value chain
- B. Value analysis
- C. Value engineering
- D. Value procurement

答案：C

解題說明：

Comprehensive and Detailed Explanation (from CIPS L4M2 - Specification and Value Management) CIPS L4M2 defines value engineering (VE) as a structured process used to examine functions of a product or service to ensure that each function delivers maximum value for minimum cost.

In this case, analysing functions, costs, and value-add is a textbook example of the value engineering process

- used to improve or redesign specifications for future purchases.

\* Value analysis is retrospective, focusing on cost reduction in existing products.

\* Value engineering looks forward, improving design/specifications.

Since the goal is to benefit future purchasing, this is VE.

Relevant L4M2 references:

\* "Applying value analysis and value engineering"

\* "Optimising performance and cost through specification review"

#### 問題 #109

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