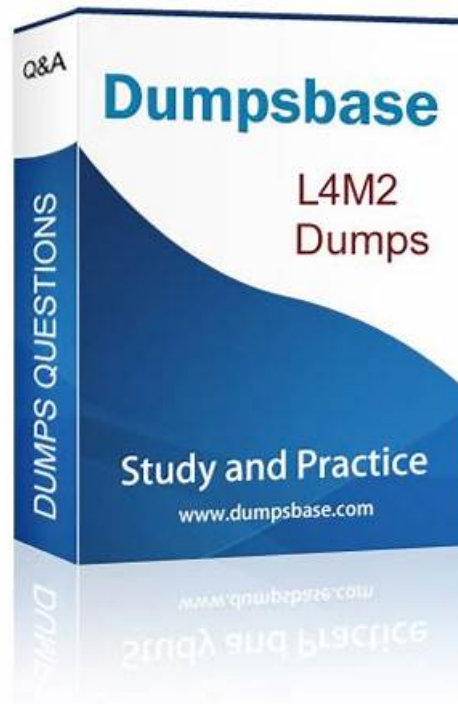


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CIPS Defining Business Needs Sample Questions (Q103-Q108):

NEW QUESTION # 103

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

Answer: B

Explanation:

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 be 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 includes 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.

NEW QUESTION # 104

Why should the buying organisation require the supplier to carry out acceptance testing?

- **A. To check whether the product matches the specification**
- B. To see whether the supplier engages in unethical business practice
- C. To compare between the account payables and account receivables
- D. To get the approval from the senior management

Answer: A

Explanation:

Acceptance testing, in the context of the engineering and software industries, is a functional trial performed on a product or prototype before it is put on the market or delivered, to decide whether the specifications or contract have been met. It also makes sure the quality and design of the product meet both contractual and regulatory obligations in terms of functionality, usability, durability, and safety.

If a product is found to be unacceptable at this stage, it can be sent back for modification, debugging, repair, or re-design before it can become a costly undertaking for the producer, as would be the case in a product recall.

NEW QUESTION # 105

The bargaining strength of suppliers is likely to be high in which of the following situations? (Select TWO)

- A. The buyer is large in size relative to the supplier
- B. The buyer's spend is a high proportion of the supplier's revenue
- **C. There is a limited number of suppliers in relation to buyers**
- D. The buyer is educated on supply markets
- **E. The buyer's requirement is urgent**

Answer: C,E

Explanation:

Comprehensive and Detailed Explanation (from CIPS L4M2: Supply Market Analysis) Supplier power is high when:

* Few suppliers exist relative to demand # less competition.

* Urgent demand gives suppliers leverage over buyers.

A and D would reduce supplier power; C (educated buyer) also weakens it.

Relevant CIPS L4M2 Sections:

* Porter's Five Forces - supplier power

* Market structure and urgency as power drivers

NEW QUESTION # 106

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

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

Answer: C

Explanation:

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.

Reference: CIPS study guide page 7

LO 1, AC 1.1

NEW QUESTION # 107

Apple's CPO is planning a budget for purchasing carbon-free aluminium next year. There are 27.4 tonnes of aluminium in stock, while Apple will need 200 tonnes for production next year and double inventory for production in the following year. How much aluminium will Apple need to purchase in next year?

- A. 117.8 tonnes
- **B. 227.4 tonnes**
- C. 282.2 tonnes
- D. 172.6 tonnes

Answer: B

Explanation:

The quantity of aluminium Apple needs to buy is calculated as follows:

Quantity needed for production + the inventory needed at the end of the year - inventory at start of the year That formula is quantified as: $200 + 54.8 - 27.4 = 227.4$ Reference:

LO 2, AC 2.3

NEW QUESTION # 108

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