

# Hot L5M4 Valid Practice Questions 100% Pass | Latest L5M4: Advanced Contract & Financial Management 100% Pass



VASCHOOLS – ESL PROGRAM  
Semester 1 – Academic year: 2025 - 2026

## FINAL 1 PRACTICE TEST 1 - KEY

Subject: General English Grade: 5 Duration: 50 minutes

Vietnamese Name: \_\_\_\_\_ English Name: \_\_\_\_\_

Class: \_\_\_\_\_ Date: \_\_\_\_\_ Score: \_\_\_\_\_

### LISTENING

Part 1: Listen and draw lines. There is one example. (5 points/ 5 questions)



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## **CIPS Advanced Contract & Financial Management Sample Questions (Q18-Q23):**

### **NEW QUESTION # 18**

Apart from financial measures, what other measures can an organization use to measure the performance of their supply chain? Describe THREE. (25 points)

#### **Answer:**

Explanation:

See the answer in Explanation below:

Explanation:

Beyond financial metrics, organizations can evaluate supply chain performance using non-financial measures that focus on efficiency, effectiveness, and customer satisfaction. Below are three measures, explained step-by-step:

**\* Order Fulfillment Cycle Time (OFCT)**

**\* Step 1: Define the Measure**The total time taken from receiving a customer order to delivering the product or service.

**\* Step 2: Application**Track the duration from order placement to final delivery, including procurement, production, and logistics stages.

**\* Step 3: Evaluation**A shorter OFCT indicates a responsive and efficient supply chain, while delays highlight bottlenecks.

**\* Relevance:**Measures speed and agility, critical for customer satisfaction and operational efficiency.

**\* Perfect Order Rate (POR)**

**\* Step 1: Define the Measure**The percentage of orders delivered on time, in full, without damage, and with accurate documentation.

**\* Step 2: Application**Calculate POR by assessing completed orders against criteria (e.g., 95% of 100 orders meet all standards = 95% POR).

**\* Step 3: Evaluation**A high POR reflects reliability and quality; a low rate signals issues in logistics or supplier performance.

**\* Relevance:**Gauges end-to-end supply chain accuracy and customer experience.

**\* Supply Chain Flexibility**

**\* Step 1: Define the Measure**The ability to adapt to changes in demand, supply disruptions, or market conditions.

**\* Step 2: Application**Assess response time to sudden order increases, supplier failures, or new product introductions.

**\* Step 3: Evaluation**Measured qualitatively (e.g., successful adaptations) or quantitatively (e.g., time to adjust production).

**\* Relevance:**Highlights resilience, essential in dynamic or uncertain environments.

Exact Extract Explanation:

The CIPS L5M4 Study Guide emphasizes non-financial supply chain metrics:

**\* Order Fulfillment Cycle Time:**"OFCT measures the efficiency of the supply chain process from order to delivery" (CIPS L5M4 Study Guide, Chapter 2, Section 2.3).

**\* Perfect Order Rate:**"POR is a key indicator of supply chain reliability and customer satisfaction" (CIPS L5M4 Study Guide, Chapter 2, Section 2.3).

**\* Supply Chain Flexibility:**"Flexibility reflects the supply chain's capacity to respond to volatility, a critical non-financial measure" (CIPS L5M4 Study Guide, Chapter 2, Section 2.4). These align with broader performance management beyond cost. References: CIPS L5M4 Study Guide, Chapter 2:

Supply Chain Performance Management.=====

### **NEW QUESTION # 19**

XYZ Limited is a large retail organization operating in the private sector which is looking to raise long-term capital. Discuss three long-term financing options which XYZ may use. (25 points)

#### **Answer:**

Explanation:

See the answer in Explanation below:

Explanation:

XYZ Limited, as a private sector retail organization, can explore various long-term financing options to raise capital for expansion, investment, or operational needs. Below are three viable options, detailed step-by-step:

**\* Issuing Equity Shares**

**\* Step 1: Understand the Mechanism**XYZ can sell ownership stakes (shares) to investors, raising funds without incurring debt.

**\* Step 2: Process**Engage financial advisors to issue shares via a public offering (if transitioning to public status) or private placement

to institutional investors.

- \* Step 3: Benefits and Risks Provides permanent capital with no repayment obligation, but dilutes ownership and control.
- \* Suitability for XYZ: Ideal for a large retailer needing significant funds for expansion without immediate repayment pressures.
- \* Securing Long-Term Bank Loans
- \* Step 1: Understand the Mechanism Borrow a lump sum from a bank, repayable over an extended period (e.g., 5-20 years) with interest.
- \* Step 2: Process Negotiate terms (fixed or variable interest rates) and provide collateral (e.g., property or assets).
- \* Step 3: Benefits and Risks Offers predictable repayment schedules but increases debt liability and interest costs.
- \* Suitability for XYZ: Useful for funding specific projects like new store openings, with repayments aligned to future revenues.
- \* Issuing Corporate Bonds
- \* Step 1: Understand the Mechanism XYZ can issue bonds to investors, promising periodic interest payments and principal repayment at maturity.
- \* Step 2: Process Work with investment banks to structure and market bonds, setting terms like coupon rate and maturity (e.g., 10 years).
- \* Step 3: Benefits and Risks Raises large sums without diluting ownership, though it commits XYZ to fixed interest payments.
- \* Suitability for XYZ: Attractive for a retailer with strong creditworthiness, seeking capital for long-term growth.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide addresses long-term financing options for private sector organizations in detail:

- \* Equity Shares: "Issuing equity provides a source of permanent capital, though it may reduce control for existing owners" (CIPS L5M4 Study Guide, Chapter 4, Section 4.1). This is a key option for capital-intensive firms like retailers.
- \* Bank Loans: "Long-term loans offer flexibility and structured repayments but require careful management of debt levels" (CIPS L5M4 Study Guide, Chapter 4, Section 4.2), suitable for funding tangible assets.
- \* Corporate Bonds: "Bonds allow organizations to access large-scale funding from capital markets, with fixed obligations to bondholders" (CIPS L5M4 Study Guide, Chapter 4, Section 4.3), emphasizing their use in stable, established firms. These options align with XYZ's private sector goal of profit-driven growth. References: CIPS L5M4 Study Guide, Chapter 4: Sources of Finance.

## NEW QUESTION # 20

What are three financial risks in exchange rate changes and how might an organization overcome these? (25 points)

**Answer:**

Explanation:

See the answer in Explanation below:

Explanation:

Exchange rate changes pose financial risks to organizations engaged in international trade. Below are three risks and mitigation strategies, explained step-by-step:

- \* Transaction Risk
  - \* Step 1: Define the Risk Loss from exchange rate fluctuations between invoicing and payment (e.g., a stronger supplier currency increases costs).
  - \* Step 2: Mitigation Use forward contracts to lock in rates at the time of contract agreement.
  - \* Step 3: Outcome Ensures predictable costs, avoiding cash flow disruptions.
- \* Translation Risk
  - \* Step 1: Define the Risk Impact on financial statements when converting foreign subsidiary earnings to the home currency (e.g., weaker foreign currency reduces reported profits).
  - \* Step 2: Mitigation Hedge via currency swaps or maintain natural hedges (e.g., matching foreign assets and liabilities).
  - \* Step 3: Outcome Stabilizes reported earnings, aiding financial planning.
- \* Economic Risk
  - \* Step 1: Define the Risk Long-term currency shifts affecting competitiveness (e.g., a stronger home currency makes exports pricier).
  - \* Step 2: Mitigation Diversify operations or sourcing across countries to spread exposure.
  - \* Step 3: Outcome Reduces reliance on any single currency's performance.

Exact Extract Explanation:

The CIPS L5M4 Study Guide identifies these risks and solutions:

- \* Transaction Risk: "Arises from timing differences in international payments, mitigated by forwards" (CIPS L5M4 Study Guide, Chapter 5, Section 5.1).
- \* Translation Risk: "Affects consolidated accounts and can be managed through hedging or balance sheet strategies" (CIPS L5M4 Study Guide, Chapter 5, Section 5.1).
- \* Economic Risk: "Long-term exposure requires strategic diversification" (CIPS L5M4 Study Guide, Chapter 5, Section 5.1). These align with managing FX volatility in procurement. References: CIPS L5M4 Study Guide, Chapter 5: Managing Foreign Exchange

Risks.=====

### NEW QUESTION # 21

A company is keen to assess the innovation capacity of a supplier. Describe what is meant by 'innovation capacity' and explain what measures could be used. (25 marks)

#### Answer:

Explanation:

See the answer in Explanation below:

Explanation:

Innovation capacity refers to a supplier's ability to develop, implement, and sustain new ideas, processes, products, or services that add value to their offerings and enhance the buyer's operations. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, assessing a supplier's innovation capacity is crucial for ensuring long-term value, maintaining competitive advantage, and achieving cost efficiencies or performance improvements through creative solutions. Below is a detailed step-by-step solution:

\* Definition of Innovation Capacity:

\* It is the supplier's capability to generate innovative outcomes, such as improved products, efficient processes, or novel business models.

\* It encompasses creativity, technical expertise, resource availability, and a culture that supports innovation.

\* Why It Matters:

\* Innovation capacity ensures suppliers can adapt to changing market demands, technological advancements, or buyer needs.

\* It contributes to financial management by reducing costs (e.g., through process improvements) or enhancing quality, aligning with the L5M4 focus on value for money.

\* Measures to Assess Innovation Capacity:

\* Research and Development (R&D) Investment: Percentage of revenue spent on R&D (e.g., 5% of annual turnover).

\* Number of Patents or New Products: Count of patents filed or new products launched in a given period (e.g., 3 new patents annually).

\* Process Improvement Metrics: Reduction in production time or costs due to innovative methods (e.g., 15% faster delivery).

\* Collaboration Initiatives: Frequency and success of joint innovation projects with buyers (e.g., 2 successful co-developed solutions).

\* Employee Innovation Programs: Existence of schemes like suggestion boxes or innovation awards (e.g., 10 staff ideas implemented yearly).

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide emphasizes the importance of supplier innovation as a driver of contractual success and financial efficiency. While the guide does not explicitly define "innovation capacity," it aligns the concept with supplier performance management and the ability to deliver "value beyond cost savings." Innovation capacity is framed as a strategic attribute that enhances competitiveness and ensures suppliers contribute to the buyer's long-term goals.

\* Detailed Definition:

\* Innovation capacity involves both tangible outputs (e.g., new technology) and intangible strengths (e.g., a proactive mindset). The guide suggests that suppliers with high innovation capacity can "anticipate and respond to future needs," which is critical in dynamic industries like technology or manufacturing.

\* It is linked to financial management because innovative suppliers can reduce total cost of ownership (e.g., through energy-efficient products) or improve return on investment (ROI) by offering cutting-edge solutions.

\* Why Assess Innovation Capacity:

\* Chapter 2 of the study guide highlights that supplier performance extends beyond meeting basic KPIs to delivering "strategic benefits." Innovation capacity ensures suppliers remain relevant and adaptable, reducing risks like obsolescence.

\* For example, a supplier innovating in sustainable packaging could lower costs and meet regulatory requirements, aligning with the L5M4 focus on financial and operational sustainability.

\* Measures Explained:

\* R&D Investment:

\* The guide notes that "investment in future capabilities" is a sign of a forward-thinking supplier. Measuring R&D spend (e.g., as a percentage of revenue) indicates commitment to innovation. A supplier spending 5% of its turnover on R&D might develop advanced materials, benefiting the buyer's product line.

\* Patents and New Products:

\* Tangible outputs like patents demonstrate a supplier's ability to innovate. The guide suggests tracking "evidence of innovation" to assess capability. For instance, a supplier launching 2 new products yearly shows practical application of creativity.

\* Process Improvements:

\* Innovation in processes (e.g., lean manufacturing) can reduce costs or lead times. The guide links this to "efficiency gains," a key

financial management goal. A 10% reduction in production costs due to a new technique is a measurable outcome.

\* Collaboration Initiatives:

\* The study guide encourages "partnership approaches" in contracts. Joint innovation projects (e.g., co-developing a software tool) reflect a supplier's willingness to align with buyer goals. Success could be measured by project completion or ROI.

\* Employee Innovation Programs:

\* A culture of innovation is vital, as per the guide's emphasis on supplier capability.

Programs encouraging staff ideas (e.g., 20 suggestions implemented annually) indicate a grassroots-level commitment to creativity.

\* Practical Application:

\* To assess these measures, a company might use a supplier evaluation scorecard, assigning weights to each metric (e.g., 30% for R&D, 20% for patents). The guide advises integrating such assessments into contract reviews to ensure ongoing innovation.

\* For instance, a supplier with a high defect rate but strong R&D investment might be retained if their innovation promises future quality improvements. This aligns with L5M4's focus on balancing short-term performance with long-term potential.

\* Broader Implications:

\* Innovation capacity can be a contractual requirement, with KPIs like "number of innovative proposals submitted" (e.g., 4 per year) formalizing expectations.

\* The guide also warns against over-reliance on past performance, advocating for forward-looking measures like those above to predict future value.

\* Financially, innovative suppliers might command higher initial costs but deliver greater savings or market advantages over time, a key L5M4 principle.

## NEW QUESTION # 22

Describe three categories of stakeholders and a method for how you could map different types of stakeholders within an organization (25 points) See the answer in Explanation below:

### Answer:

Explanation:

\* Part 1: Three Categories of Stakeholders Stakeholders are individuals or groups impacted by or influencing an organization. Below are three categories, explained step-by-step:

\* Internal Stakeholders

\* Step 1: Define the Category Individuals or groups within the organization, such as employees, managers, or owners.

\* Step 2: Examples Staff involved in procurement or executives setting strategic goals.

\* Outcome: Directly engaged in operations and decision-making.

\* External Stakeholders

\* Step 1: Define the Category Entities outside the organization affected by its actions, such as customers, suppliers, or regulators.

\* Step 2: Examples Suppliers providing materials or government bodies enforcing compliance.

\* Outcome: Influence or are influenced externally by the organization.

\* Connected Stakeholders

\* Step 1: Define the Category Groups with a contractual or financial link, such as shareholders, lenders, or partners.

\* Step 2: Examples Investors expecting returns or banks providing loans.

\* Outcome: Have a vested interest tied to organizational performance.

\* Part 2: Method for Mapping Stakeholders

\* Step 1: Choose a Framework Use the Power-Interest Matrix to map stakeholders based on their influence (power) and concern (interest) in the organization.

\* Step 2: Application

\* Plot stakeholders on a 2x2 grid:

\* High Power, High Interest: Manage closely (e.g., executives).

\* High Power, Low Interest: Keep satisfied (e.g., regulators).

\* Low Power, High Interest: Keep informed (e.g., employees).

\* Low Power, Low Interest: Monitor (e.g., minor suppliers).

\* Assess each stakeholder's position using data (e.g., influence on decisions, dependency on outcomes).

\* Step 3: Outcome Prioritizes engagement efforts based on stakeholder impact and needs.

Exact Extract Explanation:

The CIPS L5M4 Study Guide covers stakeholder categories and mapping:

\* Categories: "Stakeholders include internal (e.g., employees), external (e.g., suppliers), and connected (e.g., shareholders) groups" (CIPS L5M4 Study Guide, Chapter 1, Section 1.7).

\* Mapping: "The Power-Interest Matrix maps stakeholders by their influence and interest, aiding prioritization in contract and financial management" (CIPS L5M4 Study Guide, Chapter 1, Section 1.7).

This supports effective stakeholder management in procurement. References: CIPS L5M4 Study Guide, Chapter 1: Organizational Objectives and Financial Management.=====

## NEW QUESTION # 23

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