CIPS L4M1考題資訊，L4M1資料

CIPS Level 4 – Diploma in Procurement and Supply

Scope and influence of procurement and supply [L4M1]

Sample Questions

L4M1 Sample Questions V2 Sep 2023   Leading global excellence in procurement and supply

2026 PDFExamDumps最新的L4M1 PDF版考試題庫和L4M1考試問題和答案免費分享：https://drive.google.com/open?id=1WdDV2KMbGtUZy7fYFH-02XOqDOTjMhml

考古題網站在近幾年激增，這可能是導致你準備 CIPS 的 L4M1 考試認證毫無頭緒。CIPS L4M1 考試培訓資料是一些專業人士和通過了的考生用實踐證明瞭的有效的培訓資料，它可以幫助你通過考試認證。告訴各考生一個好消息：PDFExamDumps L4M1 考古題已經更新，解除了考生的擔憂！現在購買考題將得到一定的優惠！每個考生在準備 CIPS 認證考試時，都非常苦惱！希望各位考生順利通過考試！

CIPS L4M1 考試大綱：

主題	簡介
主題 1	• Understand and analyse the key steps when procuring goods or services: This section measures that skills of purchasing managers and procurement officers in identifying and evaluating stages in the sourcing process, planning, supplier selection, and contract management.
主題 2	• Understand and analyse the need for compliance: This section measures skills of compliance officers and sector-specific procurement managers in understanding different economic and industrial sectors such as

主題 3	• Public, private, charity, not-for-profit, manufacturing, retail, construction, financial, agriculture, and service sectors. It also covers analyzing the impact of the public sector on procurement and supply chain activities public sector objectives, regulations, competition, accountability, and value for money. It finally covers the impact of the private sector on procurement or supply chain activities.
主題 4	• Understand and analyse the added value through procurement and supply chain management: This section of the exam measures skills of supply chain managers related to identifying added value outcomes in procurement and supply and evaluating cost savings, service improvements, and innovationsu contributions.It also measures procurement and supply processes that contribute to added value.

>> CIPS L4M1考題資訊 <<

L4M1考題資訊 100％通過|最新的Scope and Influence of Procurement and Supply資料確保通過

由于IT行業的競爭力近年來有所增加，如果您需要提升自己的職業發展道路，CIPS L4M1認證就成為基本的選擇條件之一。而通過L4M1考試被視為獲得此認證最關鍵的方法，該認證不斷可以增加您的就業機會，還為您提供了無數新的可能。所有考生都知道我們的CIPS L4M1考古題產品可以幫助您快速掌握考試知識點，無需參加其它的培訓課程，就可以保證您高分通過L4M1考試。

最新的 CIPS Level 4 Diploma in Procurement and Supply L4M1 免費考試 真題 (Q13-Q18):

問題 #13
Industry Sectors can be classified as Primary, Secondary and Tertiary. What is meant by an 'industry sector'?
Describe the main characteristics of and types of business you will find in these. (25 marks)

答案：

解題說明：
See the solution in Explanation part below.
Explanation:
How to approach this question
- The first question can be a simple introduction with a bit of extra detail. The main 'meat' to your essay is going to be explaining the three sectors, their characteristics and example businesses.
- Aim for three well explained characteristics as a minimum
Example essay
An industry sector refers to a broad category or grouping of businesses and economic activities that share similar characteristics and functions in the production and distribution of goods and services. These sectors are often classified into three main categories: Primary, Secondary, and Tertiary. Here are the main characteristics and types of businesses you will find in each of these industry sectors:
1.Primary Sector:
*Characteristics: The primary sector involves activities related to the extraction and production of raw materials and natural resources directly from the environment. This sector relies on nature and weather patterns: businesses in the primary sector are highly dependent on natural factors such as climate, weather, soil quality, and geographic location. These factors can significantly impact the productivity and profitability of primary sector activities. Extreme weather such as floods can severely impact this sector. Moreover there is a seasonality to this sector and many activities in the primary sector require a significant amount of manual labour, particularly in agriculture, fishing, and forestry. However, modern technology has also been integrated into some primary sector activities to increase efficiency.
*Types of Businesses: a. Agriculture: This includes farming, crop cultivation, livestock raising, and forestry.
b. Mining and Extraction. c. Fishing and Aquaculture: Forestry and Logging: Includes the harvesting of timber and related activities.
2.Secondary Sector:
*Characteristic: The secondary sector focuses on the transformation of raw materials and intermediate goods into finished products. The main characteristic of the sector is that it requires high levels of machinery and industrial techniques. There is a reliance on technology. Secondly, the secondary sector adds significant value to the products compared to their raw material form. This value addition is achieved through processing, assembly, and quality control processes. The third main characteristic is standardisation: Manufacturing processes often involve standardization of components and processes to ensure consistency and quality in the final

products. Standardization helps in economies of scale.

*Types of Businesses: a. Manufacturing: This sector includes factories and plants that produce tangible goods such as automobiles, electronics, textiles, and machinery. b. Construction: Involves the building and construction of structures like buildings, bridges, and infrastructure. c. Utilities: Companies providing essential services like electricity, gas, and water supply fall into this category.

3.Tertiary Sector:

*Characteristic: The tertiary sector is also known as the service sector and involves businesses that offer various services to consumers and other businesses. The main defining characteristic of this sector is Intangibility: Services are intangible and cannot be touched or held. They are often experienced directly by consumers through interactions with service providers or through the use of technology. Secondly, High Human Involvement: The tertiary sector relies heavily on a skilled and often highly educated workforce to deliver services effectively. This can include professionals such as doctors, lawyers, teachers, and customer service representatives. Lastly, Customization: Many services are customized to meet the specific needs and preferences of individual clients or customers. This personalization is a key characteristic of the tertiary sector. For example Legal Advice will always be different depending on the specific needs of the client.

*Types of Businesses: a. Retail and Wholesale: Businesses engaged in the sale of goods to consumers or to other businesses. b. Healthcare and Education: This includes hospitals, clinics, schools, colleges, and universities. c. Financial Services: Banks, insurance companies, and investment firms are part of this sector. d.

Hospitality and Tourism: Hotels, restaurants, travel agencies, and entertainment venues fall into this category.

e. Professional Services: Legal, accounting, consulting, and IT services are part of the tertiary sector.

These industry sectors represent the different stages of economic activity, with the primary sector providing raw materials, the secondary sector processing and manufacturing goods, and the tertiary sector offering services and distribution. Together, these sectors form the backbone of an economy, contributing to its growth and development Tutor Notes

- I've gone overboard on naming the types of organisation in the different sectors. You don't have to remember all of these. 3 examples is sufficient to get good marks. I've just named them all so you can see what could be considered a right answer.

- Some people are talking about Quaternary and Quinary Sectors. CIPS is not one of those people, so don't worry if you come across those terms in any further reading. But FYI

1.

*Quaternary Sector: This sector involves knowledge-based activities, including research and development, information technology, and data analysis.

*Quinary Sector: The quinary sector comprises high-level decision-making and leadership roles in areas such as government, academia, healthcare, and top-level corporate management.

- LO 4.1 p.196

問題 #14
Explain the following terms: outsourced procurement, shared service unit (SSU) and consortium procurement.
What are the advantages and disadvantages of each approach to procurement? (25 points)

答案：

解題說明：
See the solution in Explanation part below.
Explanation:
How to approach this question:
- There are 3 terms and an advantage and disadvantage for each you need to talk about. So that's 9 things. Out of 25 points you can see you'll probably only get 1-2 points for each aspect of the question. That shows you the level of detail you need to include - not that much!

- In terms of structure feel free to use headings and bullet points for this one Example Essay Outsourced procurement, shared service units (SSUs), and consortium procurement are distinct approaches to managing procurement activities within organizations. Each method carries its own set of advantages and disadvantages, catering to different organizational needs and circumstances. Outsourced Procurement: Outsourced procurement involves engaging a procurement consultant or an external organization to provide advice or handle the entire procurement process on behalf of the company. The advantages of outsourced procurement are that it frees up internal resources, allowing them to focus on other tasks. The expertise and skills brought by external consultants can also fill gaps in the organization's capabilities. Moreover, this approach is flexible, adapting well to irregular procurement needs. However, drawbacks include a potential loss of control, higher costs, the need for an additional management layer, and the risk of losing intellectual property (IP).

Shared Service Unit (SSU): A Shared Service Unit is an internal procurement support function within an organization that various divisions can access for assistance, resembling the outsourcing concept but within the organizational structure. The advantages of SSUs lie in potential cost savings, the ability to aggregate demand, and the establishment of common standards and processes across the company. The expertise utilized is internal, providing a sense of familiarity. The disadvantage is that measuring the success of an SSU can be challenging, and there is a risk of stifling innovation. The unit may also be perceived as remote from end users, and procurement processes might be slower due to serving multiple departments.

Consortium Procurement: Consortium procurement involves a collective effort where separate organizations join forces to purchase goods, thereby increasing their bargaining power. The advantages of this approach are in the aggregated demand, resulting in more economical purchases. Pooling knowledge and expertise within the consortium enhances the collective capabilities of its members, providing a sense of safety in numbers.

However, disadvantages include a potential loss of individual organizational power, prolonged decision-making processes within the consortium, challenges in responding quickly to demands, and the potential hindrance to small and medium-sized enterprises (SMEs) competing if demand is aggregated.

In conclusion, organizations must carefully consider their specific needs, priorities, and the nature of their procurement requirements when choosing between outsourced procurement, SSUs, or consortium procurement. Each approach offers unique benefits and challenges, and the decision-making process should align with the organization's overall goals and strategies.

Tutor Notes:

- I've named lots of advantages and disadvantages for each of the models. 1-2 advantages and disadvantages of each is all you need to secure you the marks. Remember you only have 35 minutes to write this. A danger with this type of question is spending too long on one aspect of the question and running out of time to answer the rest of it.

- A good idea is to pace yourself and give yourself 10 minutes per term (outsourced, SSU and consortium) then 5 minutes at the end to review and edit your response.

- Some further details you may wish to include:

- Outsourced procurement - this is often used when the organisation doesn't have the expertise to procure the item they need. This often happens for complex / technical procurements or highly regulated industries. An example may be a housing provider who runs a block of flats where the lift has just broken down and cannot be fixed. They need to procure a new lift but have no idea how to write a specification for this as they don't have the technical knowledge of how lifts work. Hiring a consultant who is experienced in tendering for lifts, although expensive, may actually save money by reducing the risk of procuring the wrong thing.

- SSU - a Shared Service Unit acts as a support function for the organisation. This is described in Porter's Value Chain- all other departments can call on the SSU when they require assistance. The SSU is responsible for managing its own costs, employs its own resources and may have contractual agreements with other divisions. The main aim of the SSU is to add value. SSUs are common in large organisations where the core activities don't revolve around procurement (such as finance and service industries).

- Consortium - Consortium buying is encouraged in the public sector in order to maximise value for money.

Consortiums can create their own Frameworks. There is a risk that large consortia can abuse their dominant market position.

- LO 3.3 p. 161

問題 #15

Examine FIVE ways in which procurement activities can contribute to achieving BrightAid's organisational objectives. (25 marks)

BrightAid BrightAid is a medium-sized charity (not-for-profit) with 20 permanent employees and it uses 400 volunteers to deliver aid and services to the individuals and groups it serves. Its main aims are to raise awareness of its cause and bring issues to people's minds to prompt them to donate and/or join campaign activities. The charity depends on these voluntary donations, as without them, it would not be able to function. It also aims for this support to be continued on a regular basis and must engage with a wide range of stakeholders (both internal and external). BrightAid is also considering joining a buying group with several other charities and aims to extend the member's purchasing power and obtain competitive prices for the group members. Recognising that there is increasing competition in the amount and frequency of donations, the charity is now looking at several ways to increase the amount or frequency of donations and make its internal processes more efficient and effective. Up to this point, any procurement activities have been undertaken ad-hoc with no formalised processes.

答案：

解題說明：
See the solution in Explanation part below.
Explanation:
Five Ways Procurement Activities Can Contribute to BrightAid's Organisational Objectives Procurement plays a critical role in supporting the operational efficiency and sustainability of a not-for- profit organization like BrightAid. Given its reliance on donations and volunteers, a structured and strategic procurement approach can help maximize resources, reduce costs, and enhance the charity's impact. Below are five key ways in which procurement can contribute to BrightAid's organisational objectives.

1. Cost Reduction and Financial Efficiency

* How Procurement Helps:

* Implementing a formal procurement strategy ensures that goods and services are sourced at the most cost-effective prices.

* Joining a buying group with other charities can enhance BrightAid's purchasing power, securing bulk discounts and reducing overhead costs.

* Supplier negotiations and competitive tendering can help maximize value for money on every purchase.

* Impact on BrightAid:

* More funds can be allocated to core aid and campaign activities.

* Lower operational costs mean greater financial sustainability and improved service delivery.

2. Enhancing Transparency and Accountability

* How Procurement Helps:
* Implementing clear procurement policies and procedures ensures fair supplier selection, minimizing risks of fraud or inefficiencies.
* Establishing a procurement audit process ensures compliance with ethical and legal standards.
* Open and fair supplier engagement strengthens stakeholder trust (donors, volunteers, and partners).
* Impact on BrightAid:
* Increases donor confidence, encouraging repeat and larger donations.
* Ensures resources are used efficiently and ethically, enhancing the charity's reputation.

3. Improving Supply Chain Reliability and Efficiency

* How Procurement Helps:
* Strategic supplier selection ensures consistent delivery of essential goods and services.
* Developing long-term supplier relationships can reduce risks of supply disruptions.
* Procurement can introduce supplier performance reviews to ensure that services meet BrightAid's needs effectively.
* Impact on BrightAid:
* More efficient aid distribution, ensuring beneficiaries receive timely support.
* Reduced operational disruptions, allowing volunteers and staff to focus on charitable work instead of supply issues.

4. Supporting Ethical and Sustainable Procurement

* How Procurement Helps:
* Ethical sourcing policies ensure that supplies (e.g., food, clothing, medical aid) come from responsible and sustainable sources.
* Procurement can help BrightAid select suppliers that align with its mission and values (e.g., fair trade suppliers, environmentally friendly packaging).
* Working with ethical suppliers enhances CSR (Corporate Social Responsibility) partnerships, attracting more donors.
* Impact on BrightAid:
* Increases public trust and donor support, strengthening brand reputation.
* Aligns procurement decisions with the charity's core mission and sustainability goals.

5. Enhancing Operational Effectiveness and Stakeholder Engagement

* How Procurement Helps:
* A structured procurement process ensures timely and cost-effective delivery of goods and services, reducing inefficiencies.
* Procurement professionals can engage stakeholders (staff, volunteers, donors) to understand their needs and improve sourcing decisions.
* Implementing procurement technology or e-procurement systems can streamline purchasing and reduce administrative burdens.
* Impact on BrightAid:
* Staff and volunteers can focus more on core charitable activities rather than administrative tasks.
* Better stakeholder engagement ensures that procurement aligns with donor expectations, strengthening long-term relationships.

Conclusion

By implementing a structured and strategic procurement function, BrightAid can significantly improve its financial efficiency, supply chain reliability, and ethical standards, ultimately enhancing its ability to deliver aid effectively and attract continued donor support. With growing competition for donations, a well- managed procurement process ensures cost savings, improved transparency, and stakeholder trust, directly contributing to the charity's long-term sustainability and success.

問題 #16
Explain, with examples, the advantages of a Procurement Department using electronic systems (25 marks)

答案：

解題說明：
See the solution inExplanation partbelow.
Explanation:
- Mention of some of the following benefits with at least one example provided against each; cost savings, time savings, more efficient, higher levels of transparency, easier to access historical records to inform upon decision making, mitigates risks such as fraudulent spending, easier to track spend against budgets, ensures compliance with regulations, provides 'real-time' information, paperless communications (so more environmentally friendly), assists in Supply Chain Management and integration with supply partners.
- I'd suggest 5 is a good amount to aim for
Example Essay
Procurement stands to gain numerous benefits from the adoption of electronic systems. These electronic tools and systems bring efficiency, accuracy, transparency, and cost-effectiveness to the procurement process. Here are several compelling reasons why procurement should leverage electronic systems:
Cost savings - the use of electronic tools saves organisations money. Although there is an initial cost outlay, over time the systems

will save the organisation money. For example the use of e-procurement tools can save money by accessing a wider pool of suppliers. For example, when using an e-sourcing portal, a tender may reach a larger number of suppliers- this makes the tender more competitive thus driving down prices.

Compared to traditional methods such as phoning suppliers for prices, the use of electronic portals encourages suppliers to 'sharpen their pencils' and provide the best prices in order to win work. Money is also saved as communication is digital (so there is no costs for paper and postage).

Time savings - electronic tools automate a lot of processes which saves time. An example of this is e-requisitioning tools where orders can be placed automatically by a piece of technology when quantities of a material reach a certain level. For example, in a cake manufacturing organisation they may use an MRP system which calculates how many eggs are required per day. The machine knows that when the company only have 50 eggs left, a new order needs to be issued to the supplier. The MRP system (e-requisitioning system) therefore saves time as the Procurement department doesn't have to manually pick up the phone to place the order with the supplier- it is done automatically.

Access to higher levels of information - e-Procurement gives you centralised access to all your data. You can access the system to look at historical purchases with ease compared to having to dig through folders and filing cabinets. For example, an electronic PO system will hold details of all historical POs, this means if someone has a question about a PO that was raised 4 months ago, finding the information is much easier and quicker. Some systems may also be able to provide analytical data such as changes to spend over time, or which suppliers a buyer spends the most money with. This higher level of information can help inform upon future decision making. For example, if the organisation wishes to consolidate its supplier base it would look through historical data provided by the electronic system to find out which suppliers are used the least and remove these from the 'pre-approved supplier list'. This level of data might not be available in manual systems.

Better budget tracking - using electronic systems allows for real-time information to be collected which allows Procurement Managers to see where spend is compared to forecasts and budgets. An example of this is in the use of Pre-Payment Cards - rather than giving staff members petty cash to make transactions and having to chase this up and collect receipts and change, a pre-payment card usually comes with an online portal where a manager can see what has been purchased and the remaining budget on that card for the month. A manager may be able to see for example that a member of staff has spend £300 of their allotted £500 monthly allowance.

Higher levels of transparency and control - using E-procurement tools allows an organisation to track who is ordering what. For example, an e-requisitioning tool may allow Procurement Assistants to make purchases up to £500 but set an automatic escalation if they try to buy something of higher value. This allows for Management to have greater levels of visibility and more control over spending. Another example of transparency and control is in the use of e-sourcing tools to run a competitive tender exercise. All communication between the buyer and suppliers is tracked on the system and award letters can be sent via the system too. This reduces the risk of information being lost.

Environmental benefits- the use of e-procurement tools means that there is less paperwork involved. For example, rather than creating a physical PO which needs to be signed by a manager, an electronic system can allow a manager to sign-off the purchase by clicking a button. This means there is no requirement for the document to be printed. This saves paper and thus has a positive on the environment. Using electronic systems may help an organisation achieve their environmental targets.

In conclusion there are numerous benefits for procurement to adopt e-procurement tools. Depending on the sector and requirements of each individualised company, some advantages may be more pertinent than others, but it is undeniable that technology is helping to shape the industry into a value adding function of organisations.

Tutor Notes
- With an essay like this you could use subheadings and number the advantages if you like. It's a good idea to do one advantage per paragraph and using formatting really helps the examiner to read your essay.
- study guide p.108

問題 #17
What is an electronic system? Describe the following: e-requisitioning, e-catalogues, e-sourcing, e-payment technologies (25 marks)

答案：

解題說明：
See the solution in Explanation part below.
Explanation:
How to approach this question:
- Your response will need 5 definitions. For 25 points that means 5 points per section so think about the level of detail you'll need to include. It would be 5 points for electronic system (i.e. your introduction and conclusion), and then do a paragraph on each of the technologies. In the description you could talk about why it's used and the advantages, and give some examples if you know any.
- Definition of electronic system - a system which uses some form of technology and automates a procurement process than would otherwise have been completed manually.
- E-Requisitioning - a way of ordering goods or services. Includes the use of integrated ordering systems such as: ERP/ ERP II /

MRP / MRP II

- E-Catalogue- an electronic display of what goods can be ordered. A simple example of this may be a supplier displaying the goods they offer on their website and the prices to purchase the goods.
- E-Sourcing - this involves the early stages of the tender process- using an electronic portal to find a supplier and / or conduct a tender exercise.
- E-Payment - the P2P part of the cycle (procure to pay) - may involve electronic POs and Invoices, BACS, CHAPS and SWIFT payment systems, and the use of Purchasing Cards Example essay:

Electronic systems, commonly refered to as E-procurement, is the business-to-business or business-to-consumer purchase of goods or services, typically using the Internet or other information/ networking systems such as ERP systems. It has developed in the past 20 years as technology has improved and replaces time-consuming manual processes and is now considered the 'norm'. Electronic systems and e-procurement can be used throughout the entire supply chain- not just between a single buyer and supplier.

Examples of electronic systems including the following:

E-requisitioning

This is often used in manufacturing organisations to order raw materials. An electronic 'bill of materials' is created and stock levels are automatically updated. As materials get used and a pre-determined level is reached, this triggers a new order which is placed via an e-requisitioning system such as MRP. It is a technological version of the traditional kan-ban (2 bin) system. E-requisition tools are often cloud-based. It helps buyers simplify the buying process, track orders and provides higher levels of visibility on spend. The main disadvantage to this technology is that it requires technology interfacing between the buyer and suppler, which may be expensive.

E-catalogues

This is a digital or online version of a catalogue- a document that details what you can buy and at what price.

There are two main types - buy side catalogues and sell side catalogues. A buy-side catalogue is an internal system used by a buyer which hosts a list of pre-approved suppliers from whom purchases can be made. It may include details of commonly bought items and the prices. The use of this reduces maverick spending and ensures consistency in purchases (e.g. whenever lightbulbs need to be ordered, the same lightbulbs are ordered so the office lighting is consistent). A sell-side catalogue is provided by a supplier and details what they offer- it often includes prices, any discounts for bulk buying and may also let buyers know of availability (e.g. the website may say only two items remaining). This may be as simple as a price list on their website, available for anyone to view.

E-sourcing

This is a tool that helps a buyer find the most suitable supplier. Examples include e-tendering websites where a buyer can host a competition to find a supplier. E-auctions are also a type of e-sourcing tool. The tool (often a website) hosts all of the tendering documents and allows for buyers and suppliers to communicate during the tender process (for example if there are any clarifications needed on the specification). Using this tool allows for transparency and equal treatment, but also saves time in completing the tender exercise. PQQs can be automated and some e-sourcing tools include the use of Artificial Intelligence which can 'read' tender submissions and automatically exclude suppliers who do not fulfil the required criteria.

E-payment technologies

These are methods to pay for goods and services that replace the need for cash and cheques. Examples include online bank transfers, electronic Purchase Orders and Invoices and the use of Pre-Payment cards. These act like credit cards for employees to use when they need to buy supplies. For example, if you have a maintenance team that frequently need to purchase low-value items like screws and paint, you could issue the team with a Pre-Payment card with a certain limit (e.g. £500/ month) so they can buy what they need. The company will then automatically be sent a monthly invoice for all of the purchases. This saves time from having to issue the maintenance team with petty cash for the purchases and allows for greater visibility over spend (e.g. how many screws are typically bought per year?). Another typical use is for staff travel.

In conclusion, procurement teams benefit significantly from leveraging electronic tools, including e-requisitioning, e-catalogues, e-sourcing, and e-payment technologies. The adoption of these electronic tools brings about various advantages that enhance efficiency, transparency, cost-effectiveness, and overall effectiveness in the procurement process. Moreover E-procurement tools has helped develop the procurement function into a professional and respected function and allows for a more pro-active rather than reactive approach to purchasing.

Tutor Notes:

- Fun Fact! In the public sector, it is mandated that electronic systems are used in procurement (Public Contract Regulations 2015) as this helps to achieve the objectives of transparency and equal treatment. Where manual systems are used, it is easy to manipulate the tender process. For example, a buyer could read some tender submissions before the deadline for submission and no one would know, but with an electronic system this is impossible as it locks evaluators out until the deadline has passed and all bidders have submitted their responses. (note PCR 2015 is being replaced in 2024- details are still TBC but the above fun fact will still remain in the new legislation- they're definitely still going to make it compulsory).
- You could also mention the names of systems if you know any. For example, e-sourcing tools include MyTenders.com and Delta E-Sourcing. PO / Invoice systems include Sage, Xero and QuickBooks.
- The question doesn't ask for advantages of using these technologies but you could mention this in your answer. Just be sure that this isn't the focus of your response- the question asks specifically for you to DESCRIBE the systems so detailedExplanation:s and examples are where you will secure the most points.
- p.108

問題 #18

......

獲得L4M1認證已經成為大多數IT員工獲得更好工作的一種選擇，然而，許多考生一直在努力嘗試卻失敗了。如果你選擇使用我們的CIPS L4M1題庫產品，幫您最大程度保證取得成功。充分利用L4M1題庫你將得到不一樣的效果，這是一個針對性強，覆蓋面廣，更新快，最完整的學習資料，保證您一次通過L4M1考試。如果您想要真實的考試模擬，就選擇我們軟件版本的CIPS L4M1題庫，安裝在電腦上進行模擬，簡單易操作。

L4M1資料：https://www.pdfexamdumps.com/L4M1_valid-braindumps.html

- L4M1題庫資料 □ L4M1題庫下載 □ L4M1考題 □ 來自網站[www.vcesoft.com]打開並搜索✔ L4M1 □✔□免費下載L4M1熱門考古題
- L4M1最新考題 □ L4M1考題 □ L4M1考題寶典 □ □ www.newdumpspdf.com □網站搜索✔ L4M1 □✔□並免費下載L4M1最新題庫資源
- L4M1考試題庫 □ L4M1考題寶典 □ L4M1在線考題 i 請在➡ www.pdfexamdumps.com □網站上免費下載➤ L4M1 □題庫L4M1考題寶典
- 看L4M1考題資訊參考 - 跟Scope and Influence of Procurement and Supply考試困境說再見 □ 請在□ www.newdumpspdf.com □網站上免費下載{ L4M1 }題庫L4M1最新題庫資源
- 選擇L4M1考題資訊表示您已通過Scope and Influence of Procurement and Supply指日可待 □► www.vcesoft.com ◄ 上的免費下載《 L4M1 》頁面立即打開L4M1考試題庫
- L4M1考試證照 □ L4M1權威認證 □ L4M1題庫資訊 □「 www.newdumpspdf.com 」網站搜索► L4M1 ◄並免費下載L4M1題庫下載
- 受信任的L4M1考題資訊＆保證CIPS L4M1考試成功與有效的L4M1資料 □ " www.pdfexamdumps.com "最新➤ L4M1 □問題集合L4M1考試大綱
- 熱門的CIPS L4M1考題資訊＆權威的Newdumpspdf - 資格考試中的領先提供商 □ 開啟「 www.newdumpspdf.com 」輸入「 L4M1 」並獲取免費下載L4M1題庫資訊
- L4M1最新題庫資源 □ 最新L4M1考題 □ L4M1題庫下載 □ 在➡ www.kaoguti.com □搜索最新的➡ L4M1 □□□題庫L4M1題庫資料
- L4M1題庫資訊 □ L4M1題庫下載 □ L4M1考試證照 □（ www.newdumpspdf.com ）最新▷ L4M1 ◁問題集合L4M1在線考題
- 實踐的L4M1考題資訊和資格考試的領導者和熱門的L4M1：Scope and Influence of Procurement and Supply □ 打開《 www.vcesoft.com 》搜尋□ L4M1 □以免費下載考試資料L4M1考題套裝
- www.stes.tyc.edu.tw, training.michalialtd.com, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, bbs.t-firefly.com, myportal.utt.edu.tt, www.stes.tyc.edu.tw, www.stes.tyc.edu.tw, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, myportal.utt.edu.tt, Disposable vapes

P.S. PDFExamDumps在Google Drive上分享了免費的2026 CIPS L4M1考試題庫：https://drive.google.com/open?id=1WdDV2KMbGtUZy7fYFH-02XOqDOTjMhml