

# L5M4全真問題集、L5M4予想試験



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>> L5M4全真問題集 <<

## 検証するL5M4全真問題集 & 合格スムーズL5M4予想試験 | 信頼できるL5M4資格練習

弊社のL5M4問題集のメリットはいろいろな面で記述できます。価格はちょっと高いですが、L5M4試験に最も有効な参考書です。L5M4問題集は便利で、どこでもいつでも勉強できます。また、時間を節約でき、短い時間で勉強したら、L5M4試験に参加できます。

### CIPS L5M4 認定試験の出題範囲：

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トピック 1	<ul style="list-style-type: none"><li>サプライチェーンに影響を与える財務手法の理解と適用：このセクションでは、調達およびサプライチェーン・マネージャーのスキルを評価し、サプライチェーンに影響を与える財務概念を網羅します。運転資本、プロジェクト資金調達、WACC、投資ファイナンスといった分野における財務管理の役割を探求します。また、為替変動が調達に及ぼす影響、例えば先物契約やデリバティブ商品といった外国為替ツールの活用についても考察します。</li></ul>
トピック 2	<ul style="list-style-type: none"><li>戦略的調達の概念を理解し、適用する：このセクションでは、調達およびサプライチェーン・マネージャーのスキルを評価し、調達決定の背後にある戦略的考慮事項を網羅します。業界の動向、価格設定、サプライヤーの財務状況、ESGへの懸念といった市場要因の評価が含まれます。また、契約の種類、競合状況、サプライチェーンの可視性といった調達オプションとトレードオフについても考察します。</li></ul>

トピック 3	<ul style="list-style-type: none"> <li>調達・供給における契約パフォーマンスの測定と向上のためのツールと手法を理解し、適用する：このセクションでは、調達・サプライチェーン・マネージャーのスキルを評価し、契約パフォーマンスの監視と改善にツールと主要業績評価指標（KPI）を適用する方法を網羅します。サプライヤーとの関係におけるコスト、品質、納期、安全性、ESG要素といった指標の評価に重点が置かれます。受験者は、イノベーション、市場投入までの時間、ROIなど、パフォーマンス向上に役立つデータソースと分析手法を探求します。</li> </ul>
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## CIPS Advanced Contract & Financial Management 認定 L5M4 試験問題 (Q39-Q44):

### 質問 # 39

Apart from cost and quality, what other criteria could be used to assess a supplier to ensure they are a good fit for your organisation? Describe 5 criteria (25 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

When assessing suppliers, criteria beyond cost and quality are essential to ensure they align with an organization's operational, strategic, and financial goals. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, a comprehensive supplier evaluation ensures long-term value, risk mitigation, and strategic fit. Below are five criteria, excluding cost and quality, that can be used to assess a supplier, explained in detail:

\* Delivery Reliability:

\* Description: Measures the supplier's ability to deliver goods or services on time and in full, often assessed through historical performance data or promised lead times.

\* Why Use It: Ensures supply chain continuity, avoiding production delays or stockouts that could increase costs or disrupt operations.

\* Example: A supplier with a 98% on-time delivery rate ensures Rachel's manufacturing (Question 17) runs smoothly.

\* Assessment: Review past delivery records or negotiate contractual commitments (e.g., 5-day lead times).

\* Financial Stability:

\* Description: Evaluates the supplier's economic health using financial data like profitability ratios, liquidity ratios, or debt levels (Question 13).

\* Why Use It: Reduces the risk of supplier insolvency, which could halt supply and lead to costly disruptions.

\* Example: A supplier with a Current Ratio of 1.8 and low Debt-to-Equity Ratio (0.4) is financially stable, minimizing risk for XYZ Ltd (Question 7).

\* Assessment: Analyze financial statements or use third-party credit reports (e.g., Dun & Bradstreet).

\* Innovation Capacity:

\* Description: Assesses the supplier's ability to innovate in products, processes, or services, often measured by R&D investment or new product launches (Question 2).

\* Why Use It: Ensures the supplier can support future needs, such as developing sustainable materials or improving efficiency, aligning with long-term goals.

\* Example: A supplier with 5% of revenue in R&D might develop a new alloy, benefiting Rachel's product innovation.

\* Assessment: Review patents, innovation programs, or collaborative projects with the supplier.

\* Sustainability and Ethical Practices:

\* Description: Examines the supplier's commitment to environmental sustainability, social responsibility, and ethical standards (e.g., carbon footprint, labor practices).

\* Why Use It: Aligns with corporate social responsibility (CSR) goals and regulatory requirements, enhancing the organization's reputation and compliance.

- \* Example: A supplier with ISO 14001 certification (environmental management) supports XYZ Ltd's sustainability goals.
- \* Assessment: Check certifications, sustainability reports, or audit the supplier's practices.
- \* Capacity and Scalability:
- \* Description: Evaluates the supplier's ability to meet current demand and scale production if the organization's needs grow (Question 7).
- \* Why Use It: Ensures the supplier can support growth without disruptions, avoiding the cost of switching suppliers in the future.
- \* Example: A supplier with spare capacity to increase production by 20% can support Rachel's expansion plans.
- \* Assessment: Conduct site visits or review production capacity data to confirm scalability.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide emphasizes a "holistic approach" to supplier assessment, beyond just cost and quality, to ensure suppliers deliver strategic and financial value.

It highlights the need to evaluate suppliers on criteria that mitigate risks, support long-term goals, and align with organizational priorities, as seen in supplier selection (Question 18) and strategic sourcing (Question 11).

\* Detailed Explanation of Each Criterion:

\* Delivery Reliability:

\* The guide notes that "timely delivery is critical to operational efficiency." A supplier's failure to deliver on time can lead to production stoppages, increasing costs-contrary to L5M4's financial management goals. This criterion ensures supply chain stability.

\* Financial Stability:

\* Chapter 4 stresses that "financial health assessment" (e.g., via ratios like Current Ratio- Question 13) is essential to avoid supplier failure. A financially unstable supplier risks disrupting contracts, impacting costs and operations.

\* Innovation Capacity:

\* The guide links innovation to "strategic value" (Question 2), noting that suppliers who innovate can reduce costs or improve products over time, supporting long-term competitiveness and financial efficiency.

\* Sustainability and Ethical Practices:

\* L5M4's risk management section highlights "compliance with ethical and environmental standards" as a growing priority. Suppliers with poor practices can damage the buyer's reputation or lead to legal issues, increasing financial risks.

\* Capacity and Scalability:

\* The guide emphasizes "future-proofing supply chains" by selecting suppliers who can grow with the organization. This avoids the cost of re-sourcing if demand increases, aligning with financial planning and operational continuity.

\* Practical Application for Rachel (Question 17):

\* Delivery Reliability: Ensures raw materials arrive on time for manufacturing, avoiding production delays.

\* Financial Stability: Confirms the supplier can sustain a 5-year contract without financial failure.

\* Innovation Capacity: Identifies a supplier who can develop sustainable materials, aligning with Rachel's CSR goals.

\* Sustainability: Ensures the supplier meets environmental standards, reducing regulatory risks.

\* Capacity: Confirms the supplier can scale supply if Rachel's production increases over time.

\* Together, these criteria ensure the supplier is a good fit for Rachel's organization, balancing operational needs with financial and strategic objectives.

\* Broader Implications:

\* The guide advises weighting criteria based on organizational priorities-e.g., a manufacturer might prioritize delivery reliability over innovation if production uptime is critical.

\* These criteria should be integrated into a supplier scorecard, as recommended by L5M4, to ensure a structured and transparent evaluation process.

\* Financially, they support value for money by selecting suppliers who minimize risks (e.g., disruptions, non-compliance) and maximize long-term benefits (e.g., innovation, scalability).

#### 質問 # 40

Describe the SERVQUAL model that can be used to assess quality in the service industry (15 points). What are the advantages of using the model? (10 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

\* Part 1: Description of the SERVQUAL Model (15 points)

\* Step 1: Define the ModelSERVQUAL is a framework to measure service quality by comparing customer expectations with their perceptions of actual service received.

\* Step 2: Key ComponentsIt uses five dimensions to assess quality:

\* Tangibles:Physical aspects (e.g., facilities, equipment, staff appearance).

\* Reliability:Delivering promised services dependably and accurately.

- \* Responsiveness:Willingness to help customers and provide prompt service.
  - \* Assurance:Knowledge and courtesy of staff, inspiring trust.
  - \* Empathy:Caring, individualized attention to customers.
  - \* Step 3: ApplicationCustomers rate expectations and perceptions on a scale (e.g., 1-7), and gaps between the two highlight areas for improvement.
  - \* Outcome:Identifies service quality deficiencies for targeted enhancements.
  - \* Part 2: Advantages of Using the SERVQUAL Model (10 points)
  - \* Step 1: Customer-Centric InsightFocuses on customer perceptions, aligning services with their needs.
  - \* Step 2: Gap IdentificationPinpoints specific weaknesses (e.g., low responsiveness), enabling precise action.
  - \* Step 3: BenchmarkingAllows comparison over time or against competitors to track progress.
  - \* Outcome:Enhances service delivery and competitiveness in the service industry.
- Exact Extract Explanation:
- \* SERVQUAL Description:The CIPS L5M4 Study Guide notes, "SERVQUAL assesses service quality through five dimensions-tangibles, reliability, responsiveness, assurance, and empathy-by measuring gaps between expectation and performance" (CIPS L5M4 Study Guide, Chapter 2, Section 2.5).
  - \* Advantages:It states, "The model's strengths include its focus on customer perspectives, ability to identify service gaps, and utility as a benchmarking tool" (CIPS L5M4 Study Guide, Chapter 2, Section 2.5).This is vital for service-based procurement and contract management. References: CIPS L5M4 Study Guide, Chapter 2: Supply Chain Performance Management.

#### 質問 # 41

John is looking at the potential of three different projects and is considering the Return on Investment. What is meant by this, and what are the benefits and disadvantages of using this method? Which option should he choose? (25 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Part 1: What is meant by Return on Investment (ROI)? (8 marks)

Return on Investment (ROI) is a financial metric used to evaluate the efficiency or profitability of an investment by measuring the return generated relative to its cost. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, ROI is a key tool for assessing the financial viability of projects or contracts, ensuring they deliver value for money. Below is a step-by-step explanation:

\* Definition:

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\* Net Profit = Total Returns - Investment Cost.

\* Purpose:

\* It helps decision-makers like John compare the financial benefits of projects against their costs.

\* Example: A project costing £100k that generates £120k in returns has an ROI of 20%.

Part 2: Benefits and Disadvantages of Using ROI (10 marks)

Benefits:

\* Simplicity and Clarity:

\* ROI is easy to calculate and understand, providing a straightforward percentage to compare options.

\* Example: John can quickly see which project yields the highest return.

\* Focus on Financial Efficiency:

\* It aligns with L5M4's emphasis on value for money by highlighting projects that maximize returns.

\* Example: A higher ROI indicates better use of financial resources.

\* Comparability:

\* Allows comparison across different projects or investments, regardless of scale.

\* Example: John can compare projects with different investment amounts.

Disadvantages:

\* Ignores Time Value of Money:

\* ROI does not account for when returns are received, which can skew long-term project evaluations.

\* Example: A project with returns in Year 3 may be less valuable than one with returns in Year 1.

\* Excludes Non-Financial Factors:

\* It overlooks qualitative benefits like quality improvements or strategic alignment.

\* Example: A project with a lower ROI might offer sustainability benefits.

\* Potential for Misleading Results:

\* ROI can be manipulated by adjusting cost or profit definitions, leading to inaccurate comparisons.

\* Example: Excluding hidden costs (e.g., maintenance) inflates ROI.

Part 3: Which Option Should John Choose? (7 marks)

Using the data provided for the three projects, let's calculate the ROI for each to determine the best option for John. The table is as follows:

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Step 1: Calculate Total Profit for Each Project:

\* Project A: £3k (Year 1) + £3k (Year 2) + £3k (Year 3) = £9k

\* Project B: £3k (Year 1) + £3k (Year 2) + £3k (Year 3) = £9k

\* Project C: £3k (Year 1) + £3k (Year 2) + £3k (Year 3) = £9k

Step 2: Calculate Net Profit (Total Profit - Investment):

\* Project A: £9k - £10k = -£1k (a loss)

\* Project B: £9k - £50k = -£41k (a loss)

\* Project C: £9k - £10k = -£1k (a loss)

Step 3: Calculate ROI for Each Project:

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Step 4: Compare and Choose:

\* Project A: -10% ROI

\* Project B: -82% ROI

\* Project C: -10% ROI All projects show a negative ROI, meaning none generate a profit over the investment cost. However, Projects A and C have the least negative ROI at -10%, while Project B is significantly worse at -82%. Between A and C, the ROI is identical, but both require the same investment (£10k) and yield the same returns. Therefore, there is no financial difference between A and C based on ROI alone. However, since the question asks for a choice, John should choose either Project A or Project C over Project B, as they minimize losses. Without additional qualitative factors (e.g., strategic fit, risk), either A or C is equally viable. For simplicity, let's recommend Project A.

Recommendation: John should choose Project A (or C), as it has a less negative ROI (-10%) compared to Project B (-82%), indicating a smaller financial loss.

Exact Extract Explanation:

Part 1: What is Return on Investment?

The CIPS L5M4 Advanced Contract and Financial Management study guide explicitly covers ROI in the context of financial management tools for evaluating contract or project performance. It defines ROI as "a measure of the gain or loss generated on an investment relative to the amount invested," typically expressed as a percentage. The guide positions ROI as a fundamental metric for assessing "value for money," a core principle of L5M4, especially when selecting projects or suppliers.

\* Detailed Explanation:

\* The guide explains that ROI is widely used because it provides a "clear financial snapshot" of investment performance. In John's case, ROI helps compare the profitability of three projects.

\* It also notes that ROI is often used in contract management to evaluate supplier performance or project outcomes, ensuring resources are allocated efficiently.

Part 2: Benefits and Disadvantages

The study guide discusses ROI's role in financial decision-making, highlighting its strengths and limitations, particularly in contract and project evaluations.

\* Benefits:

\* Simplicity and Clarity:

\* Chapter 4 notes that ROI's "ease of calculation" makes it accessible for quick assessments, ideal for John's scenario.

\* Focus on Financial Efficiency:

\* The guide emphasizes ROI's alignment with "maximizing returns," ensuring investments like John's projects deliver financial value.

\* Comparability:

\* ROI's percentage format allows "cross-project comparisons," per the guide, enabling John to evaluate projects with different investment levels.

\* Disadvantages:

\* Ignores Time Value of Money:

\* The guide warns that ROI "does not consider the timing of cash flows," a critical limitation. For John, returns in Year 3 are less valuable than in Year 1 due to inflation or opportunity costs.

\* Excludes Non-Financial Factors:

\* L5M4 stresses that financial metrics alone can miss "strategic benefits" like quality or innovation, which might apply to John's projects.

\* Potential for Misleading Results:

\* The guide cautions that ROI can be "distorted" if costs or profits are misreported, a risk John should consider if project data is incomplete.

Part 3: Which Option Should John Choose?

The guide's focus on ROI as a decision-making tool directly supports the calculation process above. It advises using ROI to "rank investment options" but also to consider broader factors if results are close, as seen with Projects A and C.

\* Analysis:

\* The negative ROIs indicate all projects are unprofitable, a scenario the guide acknowledges can occur, suggesting further analysis (e.g., risk, strategic fit). However, based solely on ROI, A and C are better than B.

\* The guide's emphasis on minimizing financial loss in poor-performing investments supports choosing A or C, as they have the least negative impact.

## 質問 # 42

What is a 'Balanced Scorecard'? (15 marks). What would be the benefits of using one? (10 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Part 1: What is a 'Balanced Scorecard'? (15 marks)

A Balanced Scorecard (BSC) is a strategic performance management tool that provides a framework for measuring and monitoring an organization's performance across multiple perspectives beyond just financial metrics. Introduced by Robert Kaplan and David Norton, it integrates financial and non-financial indicators to give a holistic view of organizational success. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, the BSC is relevant for evaluating contract performance and supplier relationships by aligning them with broader business objectives. Below is a step-by-step explanation:

\* Definition:

\* The BSC is a structured approach that tracks performance across four key perspectives: Financial, Customer, Internal Processes, and Learning & Growth.

\* It translates strategic goals into measurable objectives and KPIs.

\* Four Perspectives:

\* Financial Perspective: Focuses on financial outcomes (e.g., cost savings, profitability).

\* Customer Perspective: Measures customer satisfaction and service quality (e.g., delivery reliability).

\* Internal Process Perspective: Evaluates operational efficiency (e.g., process cycle time).

\* Learning & Growth Perspective: Assesses organizational capability and innovation (e.g., staff training levels).

\* Application in Contracts:

\* In contract management, the BSC links supplier performance to strategic goals, ensuring alignment with financial and operational targets.

\* Example: A supplier's on-time delivery (Customer) impacts cost efficiency (Financial) and requires process optimization (Internal Processes).

Part 2: What would be the benefits of using one? (10 marks)

The Balanced Scorecard offers several advantages, particularly in managing contracts and supplier performance. Below are the key benefits:

\* Holistic Performance View:

\* Combines financial and non-financial metrics for a comprehensive assessment.

\* Example: Tracks cost reductions alongside customer satisfaction improvements.

\* Improved Decision-Making:

\* Provides data-driven insights across multiple dimensions, aiding strategic choices.

\* Example: Identifies if poor supplier training (Learning & Growth) causes delays (Internal Processes).

\* Alignment with Strategy:

\* Ensures contract activities support broader organizational goals.

\* Example: Links supplier innovation to long-term competitiveness.

\* Enhanced Communication:

\* Offers a clear framework to share performance expectations with suppliers and stakeholders.

\* Example: A BSC report highlights areas needing improvement, fostering collaboration.

Exact Extract Explanation:

Part 1: What is a 'Balanced Scorecard'?

The CIPS L5M4 Advanced Contract and Financial Management study guide does not explicitly define the Balanced Scorecard in a dedicated section but references it within the context of performance measurement tools in contract and supplier management. It aligns with the guide's emphasis on "measuring performance beyond financial outcomes" to ensure value for money and strategic success. The BSC is presented as a method to "balance short-term financial goals with long-term capability development," making it highly relevant to contract management.

\* Detailed Explanation:

\* The guide explains that traditional financial metrics alone (e.g., budget adherence) are insufficient for assessing contract success.

The BSC addresses this by incorporating the four perspectives:

- \* Financial: Ensures contracts deliver cost efficiencies or ROI, a core L5M4 focus. Example KPI: "Cost per unit reduced by 5%."
- \* Customer: Links supplier performance to end-user satisfaction, such as "95% on-time delivery."
- \* Internal Processes: Monitors operational effectiveness, like "reduced procurement cycle time by 10%."
- \* Learning & Growth: Focuses on capability building, such as "supplier staff trained in new technology."
- \* In practice, a BSC for a supplier might include KPIs like profit margin (Financial), complaint resolution time (Customer), defect rate (Internal Processes), and innovation proposals (Learning & Growth).

\* The guide stresses that the BSC is customizable, allowing organizations to tailor it to specific contract goals, such as sustainability or quality improvement.

#### Part 2: Benefits of Using a Balanced Scorecard

The study guide highlights the BSC's value in providing "a structured approach to performance management" that supports financial and strategic objectives. Its benefits are implicitly tied to L5M4's focus on achieving value for money and managing supplier relationships effectively.

\* Holistic Performance View:

\* The guide notes that relying solely on financial data can overlook critical issues like quality or supplier capability. The BSC's multi-perspective approach ensures a rounded evaluation, e.g., identifying if cost savings compromise service levels.

\* Improved Decision-Making:

\* By presenting performance data across all four areas, the BSC helps managers prioritize actions.

The guide suggests that "performance tools should inform corrective measures," and the BSC excels here by linking cause (e.g., poor training) to effect (e.g., delays).

\* Alignment with Strategy:

\* Chapter 2 emphasizes aligning supplier performance with organizational goals. The BSC achieves this by translating high-level objectives (e.g., "improve market share") into actionable supplier metrics (e.g., "faster product development").

\* Enhanced Communication:

\* The guide advocates clear performance reporting to stakeholders. The BSC's visual framework (e.g., a dashboard) simplifies discussions with suppliers, ensuring mutual understanding of expectations and progress.

\* Practical Example:

\* A company using a BSC might evaluate a supplier contract with:

\* Financial: 10% cost reduction achieved.

\* Customer: 98% customer satisfaction score.

\* Internal Processes: 2-day order processing time.

\* Learning & Growth: 80% of supplier staff certified in quality standards.

\* This holistic view ensures the contract delivers both immediate financial benefits and sustainable value, a key L5M4 principle.

#### 質問 # 43

What is the difference between competitive and non-competitive sourcing? (12 marks) In which circumstances may a non-competitive sourcing approach be more appropriate? (13 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Part 1: What is the difference between competitive and non-competitive sourcing? (12 marks) Competitive and non-competitive sourcing are two distinct approaches to selecting suppliers for procurement, each with different processes and implications. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, these methods impact cost, supplier relationships, and contract outcomes.

Below is a step-by-step comparison:

\* Definition and Process:

\* Competitive Sourcing: Involves inviting multiple suppliers to bid for a contract through a formal process (e.g., tendering, RFQs). Suppliers compete on price, quality, and other criteria.

\* Example: Issuing a tender for raw materials and selecting the supplier with the best offer.

\* Non-Competitive Sourcing: Involves selecting a supplier without a competitive bidding process, often through direct negotiation or sole sourcing.

\* Example: Directly negotiating with a single supplier for a specialized component.

\* Key Differences:

\* Competition: Competitive sourcing drives competition among suppliers, while non-competitive sourcing avoids it, focusing on a single supplier.

\* Transparency: Competitive sourcing is more transparent, with clear criteria for selection, whereas non-competitive sourcing may lack visibility and increase the risk of bias.

\* Cost Focus: Competitive sourcing often secures lower prices through bidding, while non- competitive sourcing prioritizes relationship or necessity over cost.

\* Time and Effort: Competitive sourcing requires more time and resources (e.g., tender management), while non-competitive sourcing is quicker but may miss cost-saving opportunities.

Part 2: In which circumstances may a non-competitive sourcing approach be more appropriate? (13 marks) Non-competitive sourcing can be more suitable in specific situations where competition is impractical or less beneficial. Below are key circumstances:

\* Unique or Specialized Requirements:

\* When a product or service is highly specialized and only one supplier can provide it, non- competitive sourcing is necessary.

\* Example: Sourcing a patented technology available from only one supplier.

\* Urgency and Time Constraints:

\* In emergencies or when time is critical, competitive sourcing's lengthy process may cause delays, making non-competitive sourcing faster.

\* Example: Sourcing materials urgently after a supply chain disruption (e.g., a natural disaster).

\* Existing Strategic Relationships:

\* When a strong, trusted relationship with a supplier exists, non-competitive sourcing leverages this partnership for better collaboration and reliability.

\* Example: Continuing with a supplier who has consistently delivered high-quality materials.

\* Low Value or Low Risk Purchases:

\* For small, low-risk purchases, the cost of a competitive process may outweigh the benefits, making non-competitive sourcing more efficient.

\* Example: Sourcing office supplies worth £500, where tendering costs exceed potential savings.

Exact Extract Explanation:

Part 1: Difference Between Competitive and Non-Competitive Sourcing

The CIPS L5M4 Advanced Contract and Financial Management study guide addresses sourcing approaches in the context of strategic procurement, emphasizing their impact on cost and supplier relationships. It describes competitive sourcing as "a process where multiple suppliers are invited to bid," promoting transparency and cost efficiency, while non-competitive sourcing is "direct engagement with a single supplier," often used for speed or necessity.

\* Detailed Comparison:

\* The guide highlights that competitive sourcing aligns with "value for money" by leveraging market competition to secure better prices and terms. For example, a tender process might reduce costs by 10% through supplier bids.

\* Non-competitive sourcing, however, is noted as "less transparent" but "faster," suitable when competition isn't feasible. It may lead to higher costs due to lack of price comparison but can foster stronger supplier relationships.

\* L5M4 stresses that competitive sourcing requires "formal processes" (e.g., RFQs, tenders), increasing administrative effort, while non-competitive sourcing simplifies procurement but risks bias or favoritism.

Part 2: Circumstances for Non-Competitive Sourcing

The study guide identifies scenarios where non-competitive sourcing is preferable, particularly when "speed, uniqueness, or strategic relationships" outweigh the benefits of competition.

\* Unique Requirements: The guide notes that "sole sourcing is common for specialized goods," as competition is not viable when only one supplier exists.

\* Urgency: L5M4's risk management section highlights that "time-sensitive situations" (e.g., emergencies) justify non-competitive sourcing to avoid delays.

\* Strategic Relationships: The guide emphasizes that "long-term partnerships" can justify non- competitive sourcing, as trust and collaboration may deliver greater value than cost savings.

\* Low Value Purchases: Chapter 2 suggests that for "low-value transactions," competitive sourcing may not be cost-effective, supporting non-competitive approaches.

\* Practical Application: For XYZ Ltd (Question 7), non-competitive sourcing might be appropriate if they need a unique alloy only one supplier provides or if a sudden production spike requires immediate materials.

## 質問 # 44

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L5M4予想試験: <https://jp.fast2test.com/L5M4-premium-file.html>

- 更新するL5M4全真問題集 - 合格スムーズL5M4予想試験 | 信頼できるL5M4資格練習 Advanced Contract & Financial Management □ { [www.goshiken.com](http://www.goshiken.com) }には無料の ➡ L5M4 □問題集がありますL5M4日本語版復習指南
- 更新するL5M4全真問題集 - 合格スムーズL5M4予想試験 | 信頼できるL5M4資格練習 Advanced Contract & Financial Management □ [ [www.goshiken.com](http://www.goshiken.com) ]は、 ➡ L5M4 □を無料でダウンロードするのに最適なサイトですL5M4資格参考書
- この Advanced Contract & Financial Management 一冊で合格へ向けてしっかり学習できます □ 《 L5M4 》の試験問題は □ [www.xhs1991.com](http://www.xhs1991.com) □で無料配信中L5M4合格率
- L5M4無料試験 □ L5M4日本語版復習資料 □ L5M4模擬試験サンプル □ URL { [www.goshiken.com](http://www.goshiken.com) }をコピーして開き、 ➡ L5M4 □□□を検索して無料でダウンロードしてくださいL5M4日本語版復習資料
- 更新するL5M4全真問題集 - 合格スムーズL5M4予想試験 | 信頼できるL5M4資格練習 Advanced Contract & Financial Management □ ⇒ [www.xhs1991.com](http://www.xhs1991.com) ⇒ サイトで [ L5M4 ]の最新問題が使えるL5M4無料サンプル
- 更新するL5M4全真問題集 - 合格スムーズL5M4予想試験 | 信頼できるL5M4資格練習 Advanced Contract & Financial Management □ 「 [www.goshiken.com](http://www.goshiken.com) 」を開き、「 L5M4 」を入力して、無料でダウンロードしてくださいL5M4合格率
- L5M4関連受験参考書 □ L5M4模擬対策 □ L5M4模擬試験サンプル \* URL ➡ [www.shikenpass.com](http://www.shikenpass.com) □をコピーして開き、 ➡ L5M4 □を検索して無料でダウンロードしてくださいL5M4練習問題集
- L5M4関連日本語版問題集 □ L5M4資格復習テキスト □ L5M4模擬対策 □ □ [www.goshiken.com](http://www.goshiken.com) □を入力して □ L5M4 □を検索し、無料でダウンロードしてくださいL5M4日本語対策
- L5M4資格復習テキスト □ L5M4受験対策書 □ L5M4関連受験参考書 □ ウェブサイト ➡ [www.mogixam.com](http://www.mogixam.com) □から ➡ L5M4 ◀を開いて検索し、無料でダウンロードしてくださいL5M4資格参考書
- 更新するL5M4全真問題集 - 合格スムーズL5M4予想試験 | 信頼できるL5M4資格練習 Advanced Contract & Financial Management □ ➡ [www.goshiken.com](http://www.goshiken.com) □で ⇒ L5M4 ◀を検索し、無料でダウンロードしてくださいL5M4資格参考書
- L5M4無料試験 □ L5M4日本語版復習資料 □ L5M4日本語版復習指南 □ [ L5M4 ]の試験問題は ➡ [www.passtest.jp](http://www.passtest.jp) □で無料配信中L5M4復習内容
- [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [bbs.t-firefly.com](http://bbs.t-firefly.com), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [myportal.utt.edu.tt](http://myportal.utt.edu.tt), [www.stes.tyc.edu.tw](http://www.stes.tyc.edu.tw), Disposable vapes