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CIPS Level 4 – Diploma in Procurement and Supply

## Defining Business Needs [L4M2]

Sample Exam Questions (Objective Response)

The correct answer will be listed below each question

L4M2 Sample Questions V4 Sept 2020

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### 問題 #90

GE has developed TurboProp engine that is made from over 850 metal parts. These parts are sourced from many suppliers. Value of spend on these parts make up 73% of total spend. Any delay in receiving a part will cause a bottleneck around the production of the engine. Which of the following should be the best course of action of GE's CPO?

- A. Drive down prices by using market competition
- B. Reduce delivery cost
- **C. Part standardisation**
- D. Increase production

答案： C

#### 解題說明：

In this scenario, the final product has vast range of parts. The second problem is lacking any part can cause disruption to the production process. So GE has 2 things to do: to reduce the part varieties, and secure the supply. Part standardisation is the best option here. It can simplify the range of parts or materials used, and simultaneously, it expands the supply base of GE. If a supplier fails to deliver the part, the company always has other options to replace.

Costs are also a concern, but bottleneck in production imposes a serious risk to the organisation. Driving down costs using market competition cannot be a foremost priority.

Increasing production may help to reduce bottleneck. However, it will also increase the inventory of finished products and unnecessary upkeep costs.

LO 3, AC 3.4

### 問題 #91

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. Draft the terms and conditions for plant construction contract
- **C. Develop project initial document**
- D. Invite suppliers to the tendering process

答案： C

#### 解題說明：

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.

#### 問題 #92

Bob is a new procurement specialist at XYZ Ltd. He is assigned to categorise the company's supplies. After analysing, Bob realises that a group of low value products is sourced from a tiny geo-graphical area which is prone to flooding. What would be the best strategy to manage this category of products?

- **A. Find an alternative source to secure supply**
- B. Form partnership relationship with the current supplier
- C. Assign some of procurement jobs to user department
- D. Source this group of products from only one supplier

答案： A

解題說明：

In the scenario, the products have low value and high risk of supply. This group is known as bottleneck or critical in Kraljic's portfolio matrix. The objective for such items would be securing the supply. The company can achieve this goal by 'making' the products themselves, or finding an alternative option.

Diagram Description automatically generated



Reference: CIPS study guide page 82-84

LO 2, AC 2.1

#### 問題 #93

Which type of specification is less time-consuming to develop?

- A. Conformance specification
- **B. Outcome-based specification**
- C. Technical drawings
- D. Design specification

答案： B

解題說明:

There are two major types of specification: conformance and performance specifications. They have the following characteristics:  
Table Description automatically generated

Performance specification	Conformance specification
<ul style="list-style-type: none"><li>Focus on outputs</li><li>Sets out result to be achieved</li><li>Supplier produces using its own technology and knowhow</li><li>When issue arises, supplier is legally liable</li></ul>	<ul style="list-style-type: none"><li>Focus on inputs</li><li>Buyer proves specific methods, processes, material properties, brand etc</li><li>Supplier produces strictly according to the specification prescribed by the buyer</li><li>When issue arises, buyer is legally liable</li></ul>

Since performance specification is often a list of outputs or outcomes, it usually takes less time to develop than conformance specification.

#### 問題 #94

As the lead procurement manager you have been asked to compile a business case for a large project. Which of the following should you include in the business case?

- \* Costs and risks
- \* List of large suppliers
- \* Business benefits
- \* Informal recommendation

- A. 2 and 3 only
- B. 1 and 4 only
- C. 2 and 4 only
- D. 1 and 3 only

答案: D

解題說明:

Comprehensive and Detailed Explanation (from CIPS L4M2 - Business Case Development) A robust business case must:

- \* Quantify costs and risks (financial, operational, environmental).
- \* Identify and justify business benefits (savings, value, compliance, performance).

Supplier lists or informal notes are not appropriate inclusions.

Thus, Option A (1 and 3 only) is correct.

Relevant L4M2 references:

- \* "Structure and content of a business case"
- \* "Cost, risk, and benefit evaluation in justification"

#### 問題 #95

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