

L4M2予想試験 & L4M2キャリアパス



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CIPS L4M2（ビジネスニーズの定義）試験は、調達とサプライチェーンマネジメントの知識とスキルを開発したい個人にとって欠かせない認定資格です。このコースでは、ビジネスニーズの特定と定義、ビジネスケースの開発、データの分析、効果的な調達戦略の作成に必要な実践スキルを学ぶことができます。この認定資格は、グローバルな雇用主から高い評価を受け、個人が自分の組織の成功に貢献できる能力を示すものです。

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>> L4M2予想試験 <<

注目のCIPS L4M2認定試験の資格を取得しよう

人生は自転車に乗ると似ていて、やめない限り、倒れないから。IT技術職員として、周りの人はCIPS L4M2試験に合格し高い月給を持って、上司からご格別の愛護を賜り更なるジョブプロモーションを期待されますけど、あなたはこういうように所有したいですか。変化を期待したいあなたにCIPS L4M2試験備考資料を提供する権威性のあるTech4Examをお勧めさせていただきませんか。

CIPS Defining Business Needs 認定 L4M2 試験問題 (Q277-Q282):

質問 # 277

What are the typical purposes of specifications in procurement and supply? Select TWO that apply.

- A. To define the bargaining strength of the buyer
- B. To minimise the bargaining strength of the supplier
- C. To provide a means of evaluating the quality or conformance
- D. To provide supplier appraisal and selection
- E. To define the requirements

正解: C、E

解説:

Comprehensive and Detailed Explanation (paraphrased from CIPS L4M2 content) CIPS L4M2 explains that specifications in procurement serve several fundamental purposes, including:

- * Defining the requirement clearly - so that all stakeholders (user, buyer, supplier) have a shared understanding of what is needed.
- * Forming the technical basis for contracts and orders - what is being purchased.
- * Providing measurable criteria to assess quality and conformance - what will be inspected and tested.

Therefore:

- * A. To define the requirements - correct. This is one of the primary roles of a specification.
- * D. To provide a means of evaluating the quality or conformance - correct. Specifications set the criteria against which delivered goods/services are checked.

The other options do not reflect the core role of specifications:

- * B. Supplier appraisal and selection - this uses specifications indirectly but supplier appraisal is a separate process (using financial, capability, and performance criteria).
- * C. Define the bargaining strength of the buyer - bargaining strength is shaped by market structure and spend, not by the specification itself.
- * E. Minimise the bargaining strength of the supplier - not an explicit purpose of specification, and could actually backfire (e.g. over-specification reducing competition).

Relevant CIPS L4M2 areas:

- * Purpose and role of specifications in the procurement cycle
- * Specification as a basis for quality assurance and contract management
- * Links between specification and supplier evaluation

質問 # 278

Daytona Ltd is developing a new product which is more environmental friendly. Though the objectives are set, the project team has no idea on which functions will be customers' favourites. Which of the following will help them decide the 'should-have' functions of the new product?

- A. Kano model
- B. Thomas-Kilmann model
- C. Taguchi method
- D. Six Sigma

正解: A

解説:

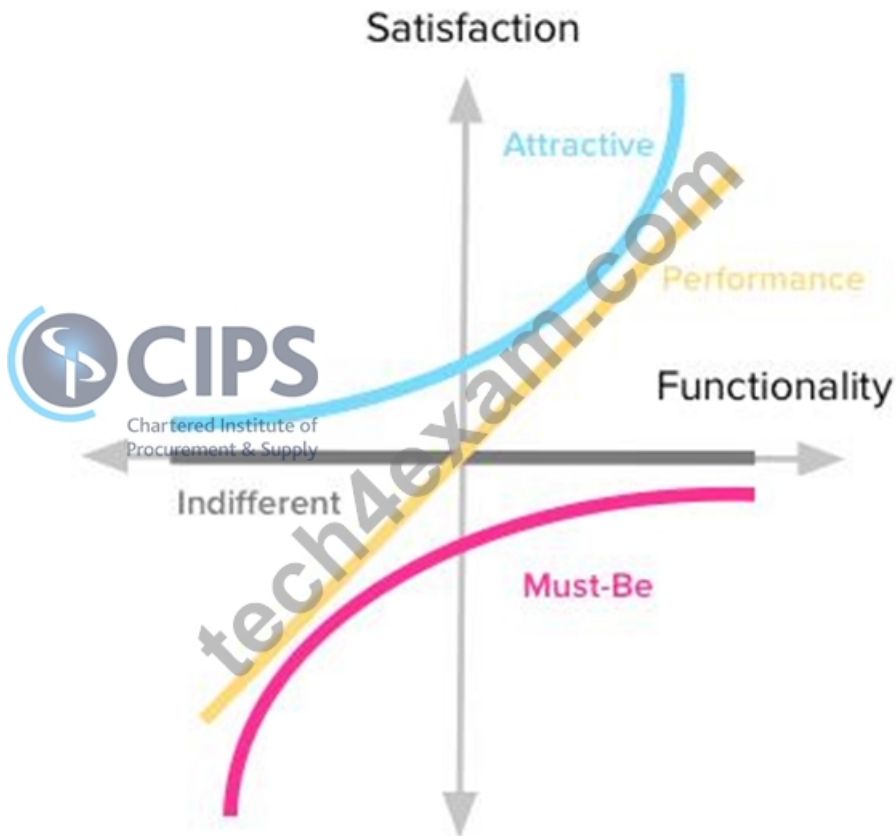
The Kano model is useful in gaining a thorough understanding of a customer's needs. You can translate and transform the resulting verbatims using the voice of the customer table that, subsequently, becomes an excellent input as the whatsin a quality function deployment (QFD) House of Quality.

The model involves two dimensions:

Achievement (the horizontal axis), which goes from the supplier didn't do it at all to the supplier did it very well.

Satisfaction (the vertical axis), which goes from total dissatisfaction with the product or service to total satisfaction with the product or service.

Dr. Noriaki Kano isolated and identified three levels of customer expectations: that is, what it takes to positively impact customer satisfaction. The figure below portrays the three levels of need: expected, normal, and exciting.



The Thomas-Kilmann Conflict Mode Instrument (TKI) is a conflict style inventory, which is a tool developed to measure an individual's response to conflict situations.

Genichi Taguchi, a Japanese engineer, proposed several approaches to experimental designs that are sometimes called "Taguchi Methods." These methods utilize two-, three-, and mixed-level fractional factorial designs. Large screening designs seem to be particularly favored by Taguchi adherents.

Six Sigma is a method that provides organizations tools to improve the capability of their business processes. This increase in performance and decrease in process variation helps lead to defect re-duction and improvement in profits, employee morale, and quality of products or services.

Source:

- CIPS study guide page 171-172
- WHAT IS THE KANO MODEL?

LO 3, AC 3.4

質問 # 279

A procurement organisation is keen to encourage innovation available within the supply market in the execution of an upcoming significant contract opportunity. A team member suggests that the specification should define the performance indicators so that supplier's solution can be checked against them. Which of the following will enable the organisation to achieve this goal?

- A. Establishing transparent selection criteria
- **B. Using an output focused specification**
- C. Applying a precise performance framework
- D. Using an outcome focused specification

正解: B

解説:

The buying organisation is keen to encourage innovation so they should use the outcome or output based specification. In an outcome-based specification, umbrella statements like 'good quality', 'ambient temperature', 'convenient way' are often used. This may confuse the suppliers, and it's hard to check the solution that supplier offers. On the other hand, output-based specifications often include measurable requirements. For example, a specification for air conditioning system states that the system should maintain the room temperature at 19-24 degrees Celsius. Therefore, output specification is more appropriate in this case.

質問 # 280

An IT category buyer wishes to include social and environmental criteria within a supplier specification. The focus is on the avoidance of hardware manufacturing inputs that have been derived from 'conflict minerals', e.g. from politically unstable areas. Is this the right approach?

- A. No, because this will be in breach of competition laws
- B. No, because this will prevent innovation opportunities
- C. Yes, as this means the lowest cost within the market will be achieved
- **D. Yes, as this can enhance the reputation of the brand**

正解: D

質問 # 281

What is the document that defines the activities, deliverables and timelines a supplier must carry out during contract performance?

- A. Framework agreement
- B. Work instruction
- **C. Statement of work**
- D. Project initial document

正解: C

解説:

Statement of Work (SoW) is the document that captures and defines all aspects of your project. You'll note the activities, deliverables and the timetable for the project. It's an extremely detailed document as it will lay the groundwork for the project plan. Project Initial Document is an important document and should precede any specification writing project. It sets out the scope of the project and it is the team's mandate from senior management. Work instructions are also called work guides, Standard Operating Procedures (SOPs), job aids or user manuals, depending on the situation. In any case, the purpose of work instructions is to clearly explain how a particular work task is performed.

Framework agreements are arrangements between one or more buyers and one or more suppliers that provide the terms governing contracts to be established for a certain period of time, in particular with regard to price and, where necessary, the quantity envisaged.

Reference: CIPS study guide page 124

LO 3, AC 3.1

質問 # 282

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