

試験信号発生器（伝導性イミュニティ試験システム）

- 信号発生器
- パワーアンプ
- パワーメーター
- スペクトラムアナライザ

EUT 用電源

結合減結合回路網 (CDN)

50Ω終端抵抗器 注入しない CDN 1 つのみ

補助機器 (AE)

アッテネーター

周囲の金属物体と EUT の距離は最低 0.5m

0.1m ± 0.05m 絶縁支持台

グラウンドプレーン

EUT

EUT 側と CDN との距離 0.1m 以上 0.3m 以下

結合減結合回路網 (CDN)

0.1m ± 0.05m 絶縁支持台

ケーブルはグラウンドプレーンより 30mm 以上の高さで支える

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>> L5M4試験内容 <<

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質問 # 10

正解:

解説:

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 # 11

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 # 12

Rachel is looking to put together a contract for the supply of raw materials to her manufacturing organisation and is considering a short contract (12 months) vs a long contract (5 years). What are the advantages and disadvantages of these options? (25 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Rachel's decision between a short-term (12 months) and long-term (5 years) contract for raw material supply will impact her manufacturing organization's financial stability, operational flexibility, and supplier relationships. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, contract duration affects cost control, risk management, and value delivery. Below are the advantages and disadvantages of each option, explained in detail:

Short-Term Contract (12 Months):

* Advantages:

* Flexibility to Adapt:

* Allows Rachel to reassess supplier performance, market conditions, or material requirements annually and switch suppliers if needed.

* Example: If a new supplier offers better prices after 12 months, Rachel can renegotiate or switch.

* Reduced Long-Term Risk:

- * Limits exposure to supplier failure or market volatility (e.g., price hikes) over an extended period.
- * Example: If the supplier goes bankrupt, Rachel is committed for only 12 months, minimizing disruption.
- * Opportunity to Test Suppliers:
 - * Provides a trial period to evaluate the supplier's reliability and quality before committing long-term.
 - * Example: Rachel can assess if the supplier meets 98% on-time delivery before extending the contract.
- * Disadvantages:
 - * Potential for Higher Costs:
 - * Suppliers may charge a premium for short-term contracts due to uncertainty, or Rachel may miss bulk discounts.
 - * Example: A 12-month contract might cost 10% more per unit than a 5-year deal.
 - * Frequent Renegotiation Effort:
 - * Requires annual contract renewals or sourcing processes, increasing administrative time and costs.
 - * Example: Rachel's team must spend time each year re-tendering or negotiating terms.
 - * Supply Chain Instability:
 - * Short-term contracts may lead to inconsistent supply if the supplier prioritizes long-term clients or if market shortages occur.
 - * Example: During a material shortage, the supplier might prioritize a 5-year contract client over Rachel.

Long-Term Contract (5 Years):

- * Advantages:
 - * Cost Stability and Savings:
 - * Locks in prices, protecting against market volatility, and often secures discounts for long-term commitment.
 - * Example: A 5-year contract might fix the price at £10 per unit, saving 15% compared to annual fluctuations.
 - * Stronger Supplier Relationship:
 - * Fosters collaboration and trust, encouraging the supplier to prioritize Rachel's needs and invest in her requirements.
 - * Example: The supplier might dedicate production capacity to ensure Rachel's supply.
 - * Reduced Administrative Burden:
 - * Eliminates the need for frequent renegotiations, saving time and resources over the contract period.
 - * Example: Rachel's team can focus on other priorities instead of annual sourcing.
- * Disadvantages:
 - * Inflexibility:
 - * Commits Rachel to one supplier, limiting her ability to switch if performance declines or better options emerge.
 - * Example: If a new supplier offers better quality after 2 years, Rachel is still locked in for 3 more years.
 - * Higher Risk Exposure:
 - * Increases vulnerability to supplier failure, market changes, or quality issues over a longer period.
 - * Example: If the supplier's quality drops in Year 3, Rachel is stuck until Year 5.
 - * Opportunity Cost:
 - * Locks Rachel into a deal that might become uncompetitive if market prices drop or new technologies emerge.
 - * Example: If raw material prices fall by 20% in Year 2, Rachel cannot renegotiate to benefit.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide discusses contract duration as a key decision in procurement, impacting "cost management, risk allocation, and supplier relationships." It highlights that short-term and long-term contracts each offer distinct benefits and challenges, requiring buyers like Rachel to balance flexibility, cost, and stability based on their organization's needs.

* Short-Term Contract (12 Months):

- * Advantages: The guide notes that short-term contracts provide "flexibility to respond to market changes," aligning with L5M4's risk management focus. They also allow for "supplier performance evaluation" before long-term commitment, reducing the risk of locking into a poor supplier.
- * Disadvantages: L5M4 warns that short-term contracts may lead to "higher costs" due to lack of economies of scale and "increased administrative effort" from frequent sourcing, impacting financial efficiency. Supply chain instability is also a concern, as suppliers may not prioritize short-term clients.

* Long-Term Contract (5 Years):

- * Advantages: The guide emphasizes that long-term contracts deliver "price stability" and "cost savings" by securing favorable rates, a key financial management goal. They also "build strategic partnerships," fostering collaboration, as seen in supplier development (Question 3).

* Disadvantages: L5M4 highlights the "risk of inflexibility" and "exposure to supplier failure" in long-term contracts, as buyers are committed even if conditions change. The guide also notes the "opportunity cost" of missing out on market improvements, such as price drops or new suppliers.

* Application to Rachel's Scenario:

- * Short-Term: Suitable if Rachel's market is volatile (e.g., fluctuating raw material prices) or if she's unsure about the supplier's reliability. However, she risks higher costs and supply disruptions.
- * Long-Term: Ideal if Rachel values cost certainty and a stable supply for her manufacturing operations, but she must ensure the supplier is reliable and include clauses (e.g., price reviews) to mitigate inflexibility.
- * Financially, a long-term contract might save costs but requires risk management (e.g., exit clauses), while a short-term contract

offers flexibility but may increase procurement expenses.

質問 # 13

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 # 14

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

正解:

解説:

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 RiskLoss from exchange rate fluctuations between invoicing and payment (e.g., a stronger supplier currency increases costs).

* Step 2: MitigationUse forward contracts to lock in rates at the time of contract agreement.

* Step 3: OutcomeEnsures predictable costs, avoiding cash flow disruptions.

* Translation Risk

* Step 1: Define the RiskImpact on financial statements when converting foreign subsidiary earnings to the home currency (e.g., weaker foreign currency reduces reported profits).

* Step 2: MitigationHedge via currency swaps or maintain natural hedges (e.g., matching foreign assets and liabilities).

* Step 3: OutcomeStabilizes reported earnings, aiding financial planning.

* Economic Risk

- * Step 1: Define the RiskLong-term currency shifts affecting competitiveness (e.g., a stronger home currency makes exports pricier).
- * Step 2: MitigationDiversify operations or sourcing across countries to spread exposure.
- * Step 3: OutcomeReduces 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.=====

質問 # 15

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