

L4M1 Vorbereitung, L4M1 Echte Fragen



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CIPS Scope and Influence of Procurement and Supply L4M1 Prüfungsfragen mit Lösungen (Q18-Q23):

18. Frage

Explain the main differences between the Public Sector and the Private Sector (25 marks)

Antwort:

Begründung:

See the solution inExplanation partbelow.

Explanation:

Bottom of Form

Top of Form

- This is an open question. You could really talk about anything. Here's some ideas of content:

Public Sector	Private Sector
Driver - achieve defined service levels	Driver - profitability
Diverse Stakeholders Chartered Institute of Procurement & Supply	Less Stakeholders
Strict Regulation and Public Accountability	Less regulation and public accountability
Procurement is driven by achieving value for money - three EEEs	Procurement is driven by Brand Values (e.g., quality, CSR, innovation)
Suppliers kept at arm's length	Suppliers seen as essential collaborators
Strategy is always open competition	Strategy can include ESI, partnerships

Example Essay

The public and private sectors, while both essential to a nation's economy, operate under different paradigms, primarily due to their distinct drivers, stakeholders, regulations, procurement aims, and supplier relationships.

Drivers

The most fundamental difference lies in their drivers. Private sector organizations are primarily profit-driven; their existence hinges on their ability to generate profits. This profit influences their strategies, operations, and overall objectives. Conversely, public sector organizations are not driven by profit. Funded by taxpayer money, their primary objective is to deliver services effectively and efficiently to the public. Their success is measured not in financial terms, but in how well they meet the service levels required by the citizens who finance them through taxes.

Stakeholders

The range and influence of stakeholders in the two sectors also differ markedly. In the public sector, the stakeholder base is much broader, encompassing every member of society who interacts with or benefits from public services like healthcare, policing, and road maintenance. However, these stakeholders typically have less power to influence policy or practices. In contrast, stakeholders in the private sector, such as shareholders and customers, often have a more significant influence on company policies and practices. The private sector's narrower stakeholder base allows for more direct impact and influence from these groups.

Regulations

Regulations in the public sector are generally more stringent than in the private sector. Public sector entities, governed by regulations like PCR 2015, must demonstrate sound procurement practices and are accountable to society at large. This contrasts with the private sector, where companies have more latitude in choosing suppliers and are not obliged to justify their decisions publicly. The private sector faces fewer regulatory constraints, allowing for more flexibility in business decisions.

Procurement Aims

Procurement in the public sector is guided by the principles of efficiency, economy, and effectiveness, often summarized as the '3 Es'. The focus is on achieving value for money, considering both quality and price. In contrast, private sector procurement is more diverse in its aims, reflecting the organization's specific goals, which could range from profit maximization to innovation or sustainability. The private sector's procurement decisions are more closely aligned with the organization's unique values and objectives.

Supplier Relationships

Finally, the nature of supplier relationships differs significantly between the two sectors. The public sector is mandated to maintain a certain distance from its suppliers, ensuring equal treatment and open competition, as dictated by regulations like the PCR. This contrasts with the private sector, where companies are free to develop closer, more strategic relationships with preferred suppliers. The private sector can engage in practices like partnerships and Early Supplier Involvement, which are typically not permissible in the public sector due to the need for impartiality and fairness.

In summary, while both sectors aim to deliver services or products effectively, the public sector's focus on service delivery for the public good, stringent regulations, broad stakeholder base, and specific procurement principles, sets it apart from the private sector's profit-driven, flexible, and more narrowly focused approach.

Tutor Notes

- At Level 4 the questions are usually explain or describe, so don't worry too much about doing an in depth 'compare and contrast' style of answer. They don't expect that level of detail here. Simply saying Public Sector does X and Private Sector does Y is all you need.
- I have mentioned PCR 2015 - if you're taking this exam in 2025 you may need to update this reference with the new regulations.
- LO 4.3 p.220 / p. 226

19. Frage

Explain FIVE differences between capital expenditure and operational expenditure categories of spend for an organisation. (25 marks)

Antwort:

Begründung:

See the solution in Explanation part below.

Explanation:

When discussing capital expenditure (CapEx) and operational expenditure (OpEx) in the context of procurement and supply, it is essential to understand how they impact an organization's financial planning, decision-making, and procurement strategy. Below are five key differences between CapEx and OpEx:

1. Definition and Nature of Spend

* Capital Expenditure (CapEx): Refers to investments made by a company to acquire, upgrade, or maintain physical assets such as property, machinery, or equipment. These are typically large, one-time purchases that provide long-term benefits.

* Operational Expenditure (OpEx): Involves day-to-day expenses required to run the business, such as salaries, rent, utilities, and consumables. These costs are necessary for ongoing operations.

2. Accounting Treatment

* CapEx: Considered a long-term investment, it is capitalized and recorded as an asset on the balance sheet. Depreciation or amortization is applied over the useful life of the asset.

* OpEx: Fully expensed in the profit and loss statement in the accounting period in which it is incurred. It directly impacts the organization's profitability in the short term.

3. Budgeting and Approval Process

* CapEx: Requires substantial financial planning, detailed justification, and approval from senior management due to its high-cost implications. It often involves long-term financial commitment.

* OpEx: Generally included in the organization's operating budget and does not require extensive approval processes, as it consists of routine expenses necessary for daily business functions.

4. Impact on Cash Flow and Financial Planning

* CapEx: Affects cash flow significantly as it requires large upfront payments. Organizations often finance CapEx through loans, leasing, or long-term financial strategies.

* OpEx: Represents smaller, recurring costs that are easier to manage and predict within the financial year, allowing for more flexibility in cash flow management.

5. Examples of Procurement and Supply Considerations

* CapEx Examples: Purchasing manufacturing equipment, acquiring new office buildings, upgrading IT infrastructure (e.g., servers, data centers).

* OpEx Examples: Office supplies, utility bills, employee salaries, maintenance and repair costs, software subscriptions.

Conclusion

Understanding the distinction between capital expenditure and operational expenditure is essential for procurement and supply professionals to make informed financial decisions, align with corporate strategy, and ensure efficient resource allocation.

Procurement teams must consider factors such as cost-benefit analysis, funding sources, and long-term value when determining the best approach for an organization's spending strategy.

20. Frage

Explain FIVE ways conflicts of interest could be managed by effective corporate governance. (25 marks)

Antwort:

Begründung:

See the solution in Explanation part below.

Explanation:

Five Ways to Manage Conflicts of Interest Through Effective Corporate Governance Conflicts of interest arise when an individual or entity has competing personal and professional interests that could compromise their judgment or decision-making in business transactions. Effective corporate governance ensures that such conflicts are identified, managed, and mitigated to uphold transparency, integrity, and accountability within an organization. Below are five ways corporate governance can help manage conflicts of interest:

1. Establishing Clear Policies and Codes of Conduct

* Organizations should implement formal policies that outline what constitutes a conflict of interest and how employees and stakeholders should handle such situations.

* Effectiveness:

* Provides clear guidelines on ethical behavior.

* Ensures employees disclose conflicts before engaging in business transactions.

* Sets disciplinary actions for non-compliance.

2. Mandatory Disclosure of Interests

* Employees, board members, and executives should be required to declare financial, personal, or business interests that may conflict with their duties.

* Effectiveness:

* Enhances transparency in procurement and business dealings.

* Prevents individuals from unduly influencing decisions for personal gain.

* Enables proactive identification of potential conflicts before they escalate.

3. Implementing Independent Oversight and Decision-Making Structures

* Establishing independent committees such as audit, risk, and procurement committees to oversee critical decision-making.

* Effectiveness:

* Ensures decisions are made objectively, reducing the risk of favoritism or unethical influence.

* Promotes accountability by having multiple parties involved in key transactions.

* Prevents a concentration of power in one individual or department.

4. Whistleblowing Mechanisms and Ethical Reporting Channels

* Organizations should provide anonymous reporting mechanisms for employees to report unethical behavior or conflicts of interest.

* Effectiveness:

* Encourages a culture of transparency and ethical behavior.

* Protects whistleblowers from retaliation.

* Allows management to address conflicts before they result in financial or reputational damage.

5. Regular Audits and Compliance Monitoring

* Conducting periodic internal and external audits to detect and investigate potential conflicts of interest.

* Effectiveness:

* Helps identify patterns of unethical behavior.

* Ensures continuous improvement in governance practices.

* Reinforces a compliance-driven corporate culture.

Conclusion

By implementing these governance strategies, organizations can effectively manage conflicts of interest, reduce risks associated with unethical practices, and ensure decisions are made in the best interest of stakeholders. Effective corporate governance fosters trust, accountability, and long-term business sustainability.

21. Frage

Explain each of the following FIVE electronic systems and how they can contribute to an effective procurement process. (25 marks)

(i) e-requisitioning

(ii) e-catalogues

(iii) e.ordering

(iv) e-sourcing

(v) e-payment

Antwort:

Begründung:

See the solution in Explanation part below.

Explanation:

Electronic procurement systems leverage technology to improve efficiency, transparency, and control in procurement processes.

Each system has distinct functionalities that contribute to effective procurement.

Below is an explanation of each system and its contribution:

(i) E-Requisitioning

* Explanation: E-requisitioning is the electronic process of submitting purchase requests within an organization, replacing traditional paper-based requisition forms. Users can raise requisitions online, detailing the goods or services needed.

* Contribution to Procurement Effectiveness: E-requisitioning accelerates the request process, reduces errors, and ensures standardization of data. It enables automatic routing for approvals, enforcing procurement policies and budget controls. This reduces processing time and improves transparency, allowing better tracking and auditability of requests.

* Example: An employee submits an electronic requisition which is automatically routed to managers for approval, ensuring compliance and faster processing.

(ii) E-Catalogues

- * Explanation: E-catalogues are digital product listings maintained by suppliers or procurement departments. They provide a searchable and standardized database of goods and services available for purchase, often with pricing and technical details.
- * Contribution to Procurement Effectiveness: E-catalogues simplify ordering by giving users easy access to approved products, reducing the need for manual sourcing. They help control spending by limiting choices to pre-approved items and negotiated prices, supporting compliance and reducing maverick spending. The electronic format improves accuracy in ordering and reduces processing time.
- * Example: Procurement users select products directly from a supplier's e-catalogue integrated into the procurement system, ensuring correct specifications and pricing.

(iii) E-Ordering

- * Explanation: E-ordering refers to the electronic placement of purchase orders via procurement software or online platforms. It replaces manual order creation and transmission methods.
- * Contribution to Procurement Effectiveness: E-ordering increases speed and accuracy of orders, reduces administrative costs, and provides real-time order status tracking. It minimizes errors caused by manual entry, improves communication with suppliers, and supports automatic matching of orders with invoices for smoother payment processes.
- * Example: Once a requisition is approved, the system generates an electronic purchase order sent directly to the supplier, reducing lead times.

(iv) E-Sourcing

- * Explanation: E-sourcing is the electronic process of identifying, evaluating, and selecting suppliers using online tools such as auctions, tendering portals, and supplier databases.
- * Contribution to Procurement Effectiveness: E-sourcing enhances transparency, widens supplier competition, and accelerates the tendering process. It reduces paperwork and streamlines supplier evaluation through standardized online submissions. Electronic auctions can drive competitive pricing and better contract terms. It also enables better documentation and audit trails.
- * Example: An organization uses an e-sourcing platform to conduct a reverse auction, encouraging suppliers to offer their best prices in real time.

(v) E-Payment

- * Explanation: E-payment systems facilitate electronic transfer of funds to suppliers, including methods such as electronic funds transfer (EFT), automated clearing house (ACH) payments, or procurement card payments.
- * Contribution to Procurement Effectiveness: E-payment increases the efficiency and security of supplier payments, reduces errors, and speeds up transaction processing. It strengthens supplier relationships through timely payments and reduces administrative overhead and costs associated with manual cheque processing. Automated payments also support better cash flow management and financial control.
- * Example: Invoices matched and approved in the procurement system are paid automatically through an integrated e-payment platform, ensuring prompt settlement.

Conclusion:

The integration of these five electronic procurement systems - e-requisitioning, e-catalogues, e-ordering, e-sourcing, and e-payment - delivers significant improvements in procurement efficiency, control, and transparency. Together, they streamline processes, reduce costs, enhance compliance, and improve supplier collaboration, making the procurement function more strategic and value-driven.

22. Frage

Bob is a procurement manager at ABC Ltd. He has been asked to ensure all future purchases achieve 'value for money' for the organisation. What is meant by 'value for money'? (5 points). Describe 4 techniques that Bob could use to achieve this (20 points)

Antwort:

Begründung:

See the solution in Explanation part below.

Explanation:

- 1) A definition of Value for Money: ensuring a purchase is cost effective. This may be that the purchase achieves the 5 Rights of Procurement or that the purchase achieves the 4Es: Economy, Efficiency, Effectiveness and Equity. - this is only worth 5 points, so don't spend too long on this
- 2) 4 techniques Bob can use to achieve VFM: this is the bulk of your essay. Each of the 4 will be worth 5 points, so remember to give a thorough Explanation; and example. Pick 4 from the list below: complete a value analysis to eliminate non-essential features, minimise variety/ consolidate demand, avoid over specification, pro-active sourcing, whole life costing methodologies, eliminate / reduce inventory, use electronic systems, international sourcing, sustainability / environmental policies, currency/ exchange rate considerations, negotiating good payment terms, packaging, warranties.

Example Essay:

"Value for money" (VFM) is a concept that refers to obtaining the best possible return on investment or benefits relative to the cost incurred. It involves assessing whether the goods, services, or activities provided offer an optimal balance between their cost and the

quality, benefits, or outcomes they deliver.

Value for money is not solely about choosing the cheapest option; instead, it considers the overall efficiency, effectiveness, and long-term value derived from an expenditure. For Bob, the Procurement Manager at ABC Ltd there are four key ways that he can achieve this for all future purchases.

Value Engineering

This is looking at the components of a product and evaluating the value of each component individually. You can then eliminate any components that do not add value to the end product. To do this Bob would choose a product to review and determine whether any parts of this can be omitted (thus saving the company money) or could be replaced by components that are of a higher quality at the same price (thus providing added value to the customer). For example, Bob could complete a Value Engineering exercise on the new mobile phone prototype ABC plan to release next year. His findings may discover a way to provide a higher quality camera at no additional cost or that some components don't add value and can be eliminated.

Consolidate demand

Bob can achieve value for money by consolidating demand at ABC ltd. This would mean rather than each individual person/ department ordering what they want when they need it, Bob creates a centralised process for ordering items in bulk for the departments to share. For example, if each department require stationary to be ordered, Bob can consolidate this demand and create one big order each quarter. This will likely result in cost savings for ABC as suppliers often offer discounts for large orders. Moreover, consolidating demand will allow for saving in time (one person does the task once, rather than lots of people doing the same task and duplicating work).

International sourcing

Bob may find there is value for money in changing suppliers and looking at international sourcing.

Often other countries outside of the UK can offer the same products at a lower cost. An example of this is manufactured goods from China. By looking at international supply chains, Bob may be able to make cost-savings for ABC. He should be sure that when using this technique there is no compromise on quality.

Whole Life Costing methodology

This is a technique Bob can use for procuring capital expenditure items for ABC. This involves looking at the costs of the item throughout its lifecycle and not just the initial purchase price. For example, if Bob needs to buy a new delivery truck he should consider not only the price of the truck, but also the costs of insurance for the truck, how expensive it is to buy replacement parts such as tyres and the cost of disposing of the truck once it reaches the end of its life. By considering these factors Bob will ensure that he buys the truck that represents the best value for money long term.

In conclusion Bob should ensure he uses these four techniques for all items he and his team procure in the future. This will ensure ABC Ltd are always achieving value for money, and thus remain competitive in the marketplace.

Tutor Notes

- This case study is really short, and the ones you'll receive in the exam are often longer and give you more guidance on what they're expecting you to write. With case study questions, you have to make your entire answer about Bob. So don't bring in examples from your own experience, rather, focus on giving examples for Bob.
- A good rule of thumb for case study questions is make sure you reference the case study once per paragraph.
- Value for Money is a really broad topic and you can pretty much argue anything that procurement does is helping to achieve value for money. There's a large table of stuff that's considered VFM on p.38 but that table isn't exhaustive. So feel free to come up with your own ideas for this type of essay.

Some additional tidbits of information on VFM:

- The 'academic' definition of Value for Money is 'the optimum combination of whole life cost and the quality necessary to meet the customer's requirement'
- Value for Money is an important strategic objective for most organisations but particularly in the public sector. This is because the public sector is financed by public money (taxes), so they must demonstrate that the organisation is using this money wisely. This might be an interesting fact to put into an essay on VFM.
- Value can often be hard to quantify, particularly in the service industry. E.g. in customer service it can be difficult to quantify the value of having knowledgeable and polite employees delivering the service.

23. Frage

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