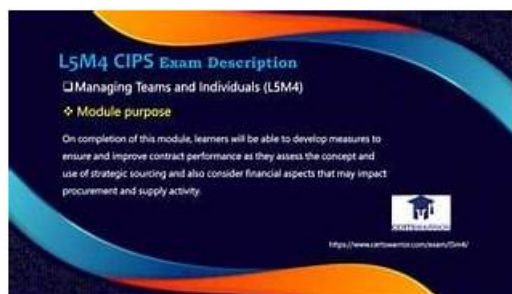


L5M4専門試験、L5M4模擬解説集



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トピック	出題範囲
トピック 1	<ul style="list-style-type: none">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。
トピック 2	<ul style="list-style-type: none">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。
トピック 3	<ul style="list-style-type: none">サプライチェーンに影響を与える可能性のある財務およびパフォーマンス指標の分析と適用: 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、サプライチェーンのパフォーマンス評価に使用される財務および非財務指標を網羅します。コスト、時間、顧客満足度に関連するパフォーマンス計算に加え、ROCE、IRR、NPVなどの財務効率指標についても取り上げます。このセクションでは、ステークホルダーからのフィードバックがパフォーマンスに及ぼす影響と、フィードバックメカニズムが継続的な改善にどのように貢献するかを評価します。
トピック 4	<ul style="list-style-type: none">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。

実用的なL5M4専門試験 & 合格スムーズL5M4模擬解説集 | 有難いL5M4専門知識内容

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CIPS Advanced Contract & Financial Management 認定 L5M4 試験問題 (Q12-Q17):

質問 # 12

ABC Ltd wishes to implement a new communication plan with various stakeholders. How could ABC go about doing this? (25 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

To implement a new communication plan with stakeholders, ABC Ltd can follow a structured approach to ensure clarity, engagement, and effectiveness. Below is a step-by-step process:

* Identify Stakeholders and Their Needs

* Step 1: Stakeholder Mapping Use tools like the Power-Interest Matrix to categorize stakeholders (e.g., employees, suppliers, customers) based on influence and interest.

* Step 2: Assess Needs Determine communication preferences (e.g., suppliers may need contract updates, employees may want operational news).

* Outcome: Tailors the plan to specific stakeholder requirements.

* Define Objectives and Key Messages

* Step 1: Set Goals Establish clear aims (e.g., improve supplier collaboration, enhance customer trust).

* Step 2: Craft Messages Develop concise, relevant messages aligned with objectives (e.g., "We're streamlining procurement for faster delivery").

* Outcome: Ensures consistent, purpose-driven communication.

* Select Communication Channels

* Step 1: Match Channels to Stakeholders Choose appropriate methods: emails for formal updates, meetings for key partners, social media for customers.

* Step 2: Ensure Accessibility Use multiple platforms (e.g., newsletters, webinars) to reach diverse groups.

* Outcome: Maximizes reach and engagement.

* Implement and Monitor the Plan

* Step 1: Roll Out Launch the plan with a timeline (e.g., weekly supplier briefings, monthly staff updates).

* Step 2: Gather Feedback Use surveys or discussions to assess effectiveness and adjust as needed.

* Outcome: Ensures the plan remains relevant and impactful.

Exact Extract Explanation:

The CIPS L5M4 Study Guide emphasizes structured communication planning:

* "Effective communication requires identifying stakeholders, setting clear objectives, selecting appropriate channels, and monitoring outcomes" (CIPS L5M4 Study Guide, Chapter 1, Section 1.8). It stresses tailoring approaches to stakeholder needs and using feedback for refinement, critical for procurement and contract management. References: CIPS L5M4 Study Guide, Chapter 1: Organizational Objectives and Financial Management.=====

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

Explain three different types of financial data you could collect on a supplier and what this data would tell you (25 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Collecting financial data on a supplier is a critical step in supplier evaluation, ensuring they are financially stable and capable of fulfilling contractual obligations. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, analyzing financial data helps mitigate risks, supports strategic sourcing decisions, and ensures value for money in contracts. Below are three types of financial data, their purpose, and what they reveal about a supplier, explained in detail:

- * Profitability Ratios (e.g., Net Profit Margin):
- * Description: Profitability ratios measure a supplier's ability to generate profit from its operations. Net Profit Margin, for example, is calculated as:

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$$\text{Net Profit Margin (\%)} = \left(\frac{\text{Net Profit}}{\text{Revenue}} \right) \times 100$$

- * This data is typically found in the supplier's income statement.
- * What It Tells You:
 - * Indicates the supplier's financial health and efficiency in managing costs. A high margin (e.g., 15%) suggests strong profitability and resilience, while a low or negative margin (e.g., 2% or -5%) signals potential financial distress.
 - * Helps assess if the supplier can sustain operations without passing excessive costs to the buyer.
 - * Example: A supplier with a 10% net profit margin is likely stable, but a declining margin over years might indicate rising costs or inefficiencies, posing a risk to contract delivery.

Liquidity Ratios (e.g., Current Ratio):

- * Description: Liquidity ratios assess a supplier's ability to meet short-term obligations. The Current Ratio is calculated as:

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$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

* This data is sourced from the supplier's balance sheet.

* What It Tells You:

* Shows whether the supplier can pay its debts as they come due. A ratio above 1 (e.g., 1.5) indicates good liquidity, while a ratio below 1 (e.g., 0.8) suggests potential cash flow issues.

* A low ratio may signal risk of delays or failure to deliver due to financial constraints.

* Example: A supplier with a Current Ratio of 2.0 can comfortably cover short-term liabilities, reducing the risk of supply disruptions for the buyer.

Debt-to-Equity Ratio:

* Description: This ratio measures a supplier's financial leverage by comparing its total debt to shareholders' equity:

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$$\text{Debt-to-Equity Ratio} = \frac{\text{Total Debt}}{\text{Shareholders' Equity}}$$

* This data is also found in the balance sheet.

* What It Tells You:

* Indicates the supplier's reliance on debt financing. A high ratio (e.g., 2.0) suggests heavy borrowing, increasing financial risk, while a low ratio (e.g., 0.5) indicates stability.

* A high ratio may mean the supplier is vulnerable to interest rate hikes or economic downturns, risking insolvency.

* Example: A supplier with a Debt-to-Equity Ratio of 0.3 is financially stable, while one with a ratio of 3.0 might struggle to meet obligations if market conditions worsen.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide emphasizes the importance of financial due diligence in supplier selection and risk management, directly addressing the need to collect and analyze financial data. It highlights that "assessing a supplier's financial stability is critical to ensuring contract performance and mitigating risks," particularly in strategic or long-term contracts. The guide specifically references financial ratios as tools to evaluate supplier health, aligning with the types of data above.

* Detailed Explanation of Each Type of Data:

* Profitability Ratios (e.g., Net Profit Margin):

* The guide notes that profitability metrics like Net Profit Margin "provide insight into a supplier's operational efficiency and financial sustainability." A supplier with consistent or growing margins is likely to maintain quality and delivery standards, supporting contract reliability.

* Application: For XYZ Ltd (Question 7), a raw material supplier with a declining margin might cut corners on quality to save costs, risking production issues. L5M4 stresses that profitability data helps buyers predict long-term supplier viability, ensuring financial value.

* Liquidity Ratios (e.g., Current Ratio):

* Chapter 4 of the study guide highlights liquidity as a "key indicator of short-term financial health." A supplier with poor liquidity might delay deliveries or fail to fulfill orders, directly impacting the buyer's operations and costs.

* Practical Use: A Current Ratio below 1 might prompt XYZ Ltd to negotiate stricter payment terms or seek alternative suppliers, aligning with L5M4's focus on risk mitigation.

The guide advises using liquidity data to avoid over-reliance on financially weak suppliers.

* Debt-to-Equity Ratio:

* The guide identifies leverage ratios like Debt-to-Equity as measures of "financial risk exposure." A high ratio indicates potential instability, which could lead to supply chain disruptions if the supplier faces financial distress.

* Relevance: For a manufacturer like XYZ Ltd, a supplier with a high Debt-to-Equity Ratio might be a risk during economic downturns, as they may struggle to access credit for production. The guide recommends using this data to assess long-term partnership potential, a key financial management principle.

* Broader Implications:

* The guide advises combining these financial metrics for a comprehensive view. For example, a supplier with high profitability but poor liquidity might be profitable but unable to meet short-term obligations, posing a contract risk.

* Financial data should be tracked over time (e.g., 3-5 years) to identify trends-e.g., a rising Debt-to-Equity Ratio might signal increasing risk, even if current figures seem acceptable.

* In L5M4's financial management context, this data ensures cost control by avoiding suppliers likely to fail, which could lead to costly delays or the need to source alternatives at higher prices.

* Practical Application for XYZ Ltd:

* Profitability: A supplier with a 12% Net Profit Margin indicates stability, but XYZ Ltd should monitor for declines.

* Liquidity: A Current Ratio of 1.8 suggests the supplier can meet obligations, reducing delivery risks.

* Debt-to-Equity: A ratio of 0.4 shows low leverage, making the supplier a safer long-term partner.

* Together, these metrics help XYZ Ltd select a financially sound supplier, ensuring contract performance and financial efficiency.

質問 # 15

A local council is looking at ways it can fund a large construction project they are planning-the building of a new hospital. Discuss ways in which the council could fund the project, and the advantages and disadvantages of this (25 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

A local council, operating in the public sector, has several options to fund a large construction project like a new hospital. Below are three funding methods, with their advantages and disadvantages explained step-by- step:

* Government Grants or Funding

* Step 1: Identify SourceApply for grants from central government or public health budgets allocated for infrastructure.

* Step 2: ProcessSubmit detailed proposals outlining costs, benefits, and public value to secureapproval.

* Advantages:

* No repayment required, preserving council funds.

* Aligns with public sector goals of service delivery.

* Disadvantages:

* Competitive process with uncertain approval.

* Strict conditions may limit flexibility in project execution.

* Public-Private Partnership (PPP)

* Step 1: Establish PartnershipCollaborate with a private firm to finance and build the hospital, with the council leasing it back over time.

* Step 2: ProcessNegotiate terms (e.g., Private Finance Initiative-PFI) where the private partner recovers costs via payments or service contracts.

* Advantages:

* Reduces upfront council expenditure, spreading costs over years.

* Leverages private sector expertise and efficiency.

* Disadvantages:

* Long-term financial commitments increase future budgets.

* Potential loss of control over project specifications.

* Borrowing (e.g., Municipal Bonds or Loans)

* Step 1: Secure FundsIssue bonds to investors or obtain loans from financial institutions, repayable over decades.

* Step 2: ProcessGain approval from government regulators and allocate tax revenues for repayment.

* Advantages:

* Immediate access to large capital for construction.

* Retains council ownership of the hospital.

* Disadvantages:

* Interest payments increase overall project cost.

* Debt burden may strain future budgets.

Exact Extract Explanation:

The CIPS L5M4 Study Guide highlights funding options for public sector projects:

* Government Grants:"Grants provide non-repayable funds but often come with stringent compliance requirements" (CIPS L5M4 Study Guide, Chapter 4, Section 4.4).

* PPP:"Public-private partnerships enable infrastructure development without immediate fiscal pressure, though long-term costs can escalate" (CIPS L5M4 Study Guide, Chapter 4, Section 4.5).

* Borrowing:"Borrowing via bonds or loans is common for public bodies, offering flexibility but adding debt obligations" (CIPS L5M4 Study Guide, Chapter 4, Section 4.2).These align with the public sector' s focus on value for money and service provision.

References: CIPS L5M4 Study Guide, Chapter 4:

Sources of Finance.=====

質問 # 16

XYZ Ltd is a manufacturing organisation who is looking to appoint a new supplier of raw materials. Describe 5 selection criteria they could use to find the best supplier. (25 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Selecting the right supplier is a critical decision for XYZ Ltd, a manufacturing organization, to ensure the supply of raw materials meets operational, financial, and strategic needs. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, supplier selection criteria should align with achieving value for money, operational efficiency, and long-term partnership potential. Below are five detailed selection criteria XYZ Ltd could use, explained step-by-step:

- * Cost Competitiveness:

- * Description: The supplier's pricing structure, including unit costs, discounts, and total cost of ownership (e.g., delivery or maintenance costs).

- * Why Use It: Ensures financial efficiency and budget adherence, a key focus in L5M4.

- * Example: A supplier offering raw materials at \$10 per unit with free delivery might be preferred over one at \$9 per unit with high shipping costs.

- * Quality of Raw Materials:

- * Description: The consistency, reliability, and compliance of materials with specified standards (e.g., ISO certifications, defect rates).

- * Why Use It: High-quality materials reduce production defects and rework costs, supporting operational and financial goals.

- * Example: A supplier with a defect rate below 1% and certified quality processes.

- * Delivery Reliability:

- * Description: The supplier's ability to deliver materials on time and in full, measured by past performance or promised lead times.

- * Why Use It: Ensures manufacturing schedules are met, avoiding costly downtime.

- * Example: A supplier guaranteeing 98% on-time delivery within 5 days.

- * Financial Stability:

- * Description: The supplier's economic health, assessed through credit ratings, profitability, or debt levels.

- * Why Use It: Reduces the risk of supply disruptions due to supplier insolvency, aligning with L5M4's risk management focus.

- * Example: A supplier with a strong balance sheet and no recent bankruptcies.

- * Capacity and Scalability:

- * Description: The supplier's ability to meet current demand and scale production if XYZ Ltd's needs grow.

- * Why Use It: Ensures long-term supply reliability and supports future growth, a strategic consideration in contract management.

- * Example: A supplier with spare production capacity to handle a 20% volume increase.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide emphasizes supplier selection as a foundational step in contract management, directly impacting financial performance and operational success. The guide advises using "robust criteria" to evaluate suppliers, ensuring they deliver value for money and mitigate risks. While it does not list these exact five criteria verbatim, they are derived from its principles on supplier appraisal and performance management.

- * Criterion 1: Cost Competitiveness:

- * The guide stresses "total cost of ownership" (TCO) over just purchase price, a key financial management concept in L5M4. This includes direct costs (e.g., price per unit) and indirect costs (e.g., transport, storage). For XYZ Ltd, selecting a supplier with competitive TCO ensures budget efficiency.

- * Application: A supplier might offer lower initial costs but higher long-term expenses (e.g., frequent delays), making TCO a critical metric.

- * Criterion 2: Quality of Raw Materials:

- * Chapter 2 highlights quality as a "non-negotiable performance measure" in supplier evaluation.

- * Poor-quality materials increase rework costs and affect product reliability, undermining financial goals.

- * Practical Example: XYZ Ltd might require suppliers to provide test samples or quality certifications, ensuring materials meet manufacturing specs.

- * Criterion 3: Delivery Reliability:

- * The guide links timely delivery to operational efficiency, noting that "supply chain disruptions can have significant cost implications." For a manufacturer like XYZ Ltd, late deliveries could halt production lines, incurring penalties or lost sales.

- * Measurement: Past performance data (e.g., 95% on-time delivery) or contractual commitments to lead times are recommended evaluation tools.

- * Criterion 4: Financial Stability:

- * L5M4's risk management section advises assessing a supplier's "financial health" to avoid dependency on unstable partners. A financially shaky supplier risks failing mid-contract, disrupting XYZ Ltd's supply chain.

- * Assessment: Tools like Dun & Bradstreet reports or financial statements can verify stability, ensuring long-term reliability.

- * Criterion 5: Capacity and Scalability:

- * The guide emphasizes "future-proofing" supply chains by selecting suppliers capable of meeting evolving demands. For XYZ Ltd, a supplier's ability to scale production supports growth without the cost of switching vendors.

- * Evaluation: Site visits or capacity audits can confirm a supplier's ability to handle current and future volumes (e.g., 10,000 units monthly now, 12,000 next year).

- * Broader Implications:

- * These criteria should be weighted based on XYZ Ltd's priorities (e.g., 30% cost, 25% quality) and combined into a supplier

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