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CIPS Level 4 – Diploma in Procurement and Supply Module 3 – Commercial Contracting

SAMPLE EXAM QUESTIONS

OBJECTIVE RESPONSE QUESTIONS AND ANSWERS

The correct answer will be identified as [key]

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問題 #207

XYZ Ltd is negotiating a long-term supply contract of important parts with a supplier. Dave, procurement manager teams up with Alla, legal manager to construct a service level agreement. Dave is concerned that poor performance of supplier may cause damages to the operations of the organisation. Which of the following can be used in conjunction with SLA to compensate the buying organisation in case of supplier's poor performance?

1. Warranties
2. Force majeure clauses
3. Penalty clauses
4. Service credits

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

答案： A

解題說明：

Service level agreement often sets out the minimum quality standards of the services provided, remedies if that standards are not met, consequences if the targets are exceeded. Penalty clauses and service credits are remedies that are often used in conjunction with service level agreement to ensure the performance and to compensate the purchaser if targets are not met.

Reference: CIPS study guide page 110

LO 2, AC 2.2

問題 #208

Consequences and actions that arise from certain KPI scores must be...? Select TWO that apply.

- A. Documented
- B. Terminated
- C. Deliberately omitted
- D. Unilaterally imposed by the purchaser
- E. Mutually agreed

答案： A,E

解題說明：

Supplier performance management and monitoring is a fundamental part of contract management. It starts with setting KPIs, targets and consequences or actions that arise from KPI scores. The measures, objectives and targets used in the monitoring of the supplier's performance must reflect those that were agreed when the contract was let. That is why it is important to specify a commitment to continuous improvement at the outset.

It would be unfair to the supplier to suddenly introduce a range of measures after the contract had begun - however if such an introduction mid-term through the contract is unavoidable then it should be negotiated and agreed in a professional manner and not merely imposed on the supplier.

In conclusion, the details of how KPIs will be monitored and the actions or consequences resulting from scores achieved must be documented and agreed between the parties. This details may be embedded in the specification or the main body of the contract or it may be set out in a SLA.

Reference:

- Performance Monitoring of Suppliers - CIPS Knowledge summary
- CIPS study guide page 101-109

LO 2, AC 2.2

問題 #209

Which of the following are most likely to be liabilities of suppliers under a guarantee clause?(SelectAny Two)

- A. Installation

- B. Decommissioning
- **C. Replacement**
- D. Upgrading
- **E. Repair**
- F. TWO that apply

答案: C,E

解題說明:

A guarantee is an agreement given by a trader to a consumer, without any extra charge, to repair, replace or refund goods that do not meet the specifications set out in the guarantee. A guarantee is usually issued by the manufacturer of goods or by a trader that provides goods as part of a service - replacement windows, for instance. Generally, a guarantee provider undertakes to carry out free repairs, for a set period of time, for problems that can be attributed to manufacturing defects.

Reference:

- Guarantees and warranties
- CIPS study guide page 157-159

LO 3, AC 3.2

問題 #210

A Key Performance Indicator (KPI) states "Measure the effort exerted by the project team to control costs throughout the contract duration." Is this KPI appropriate for measuring the management of contract costs?

- A. Yes, increased efforts to control costs ensure that costs will be managed effectively
- B. No, the project team is not responsible for managing costs
- **C. No, the metric is not sufficiently specific and measurable**
- D. Yes, the KPI is achievable, relevant and time-bound

答案: C

解題說明:

Effective KPIs must be SMART: specific, measurable, achievable, relevant, and time-bound. "Effort exerted" is vague and not objectively measurable, making the KPI unsuitable. A better KPI would involve actual cost data or variance against a defined budget.

Reference: CIPS L4M3 Commercial Contracting Study Guide, Chapter 4, Section 4.3.1 - Characteristics of effective KPIs.

問題 #211

John is a new procurement manager who has recently joined Smiths Facilities Management Ltd. The company provides maintenance services through the utilisation of subcontractors. It is experiencing a number of issues with its supply chain which has resulted in customer complaints, and John would like to introduce service level agreements (SLAs) to some of its key providers. Which of the following should be included?

- * How often the service will be provided
- * The procedures to be followed to resolve disputes
- * The qualifications needed by staff providing the service
- * The stock maintained by the subcontractor

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

答案: C

解題說明:

An SLA typically specifies:

- * Service frequency (1) - how often services are delivered.
- * Staff qualifications (3) - competence and skill standards.
- * Stock levels (4) - inventory of parts or materials the subcontractor must maintain.

Dispute resolution procedures (2) are more appropriately included in the main contract terms, not the SLA itself.

Reference: CIPS L4M3 Commercial Contracting - Service Level Agreements and performance measures.

問題 #212

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