

# L4M2試験の準備方法 | 素敵なL4M2無料サンプル試験 | 有難いDefining Business Needsファンデーション



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>> L4M2無料サンプル <<

## L4M2ファンデーション & L4M2過去問題

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## CIPS Defining Business Needs 認定 L4M2 試験問題 (Q267-Q272):

### 質問 # 267

This is the information on an organisation's activities over the past year

\* Sale were \$5,000,000. The value of accounts receivable was \$450,000 at the start of the year and \$525,000 at the end of the year

\* The value of direct costs was \$2,500,000 and 75% of this was bought on credit

\* Indirect costs were \$3,000,000 and 25% of this was bought on credit

\* During the year the organization spent \$1,500,000 on new assets and sold \$150,000 of old assets.

\$1,000,000 of the spend on assets was funded by a bank loan

\* The organization declared a dividend of \$200,000 at the end of the year but this was not paid for another two months

\* Opening balance was \$175,000

Which of the following is the bank balance of that organization at the end of the year?

- A. \$2,025,000
- **B. \$1,875,000**
- C. \$1,675,000
- D. \$1,700,000

**正解: B**

解説:

In this question, you should understand the concept of cash flow and formula of cash flow. Cash flow calculates the physical money moving in and out a company's bank balance. The cash flow from sale activity is:

cash flow from sale = account receivable at beginning of the year + revenue - account receivable at the end of the year = \$450,000 + \$5,000,000 - \$525,000 = \$4,925,000

75% of direct costs was bought by credit, therefore, the company spent 25% on direct cost:  $-\$2,500,000 \times 25 / 100 = -\$625,000$

25% of indirect costs was bought on credit. Cash flow out on indirect costs is:  $-\$3,000,000 \times 75 / 100 = -\$2,250,000$

Company spent \$1,500,000 on new assets funded by a loan of \$1,000,000. Cash flow out from this activity is  $-\$500,000$

Company received \$150,000 from selling old assets

Dividends have not been paid for another 2 months, thus, they are not accounted as cash flow out.

The bank balance at the end of the year is:  $\$175,000 + \$4,925,000 - \$625,000 - \$2,250,000 - \$500,000 + \$150,000 = \$1,875,000$

LO 1, AC 1.4

#### 質問 # 268

Which of the following are the fair and reasonable comparators in price analysis? Select TWO that apply:

- A. Cost driver
- B. Competitive bidding
- C. Strike price
- **D. Pricing formula**
- **E. Price indices**

**正解: D、E**

解説:

Price Analysis is the process of deciding if the asking price for a product or service is fair and reasonable, without examining the specific cost and profit calculations the vendor used in arriving at the price. It is basically a process of comparing the price with known indicators of reasonableness. When adequate price competition does not exist, some other form of analysis is required. Some reasons that could affect adequate price competition are: specifications are not definitive, tolerances are restrictive, or production capacity limits those eligible to bid.

Examples of other forms of price analysis information include:

\* Analysis of previous prices paid

\* Comparison of vendor's price with the in-house estimate

\* Comparison of quotations or published price lists from multiple vendors

\* Comparisons with government agencies (such as GSA in the US) published prices A strike price is the set price at which a derivative contract can be bought or sold when it is exercised. For call options, the strike price is where the security can be bought by the option holder; for put options, the strike price is the price at which the security can be sold. Strike price is also known as the exercise price.

A cost driver is the direct cause of a cost and its effect is on the total cost incurred. For example, if you are to determine the amount of electricity consumed in a particular period, the number of units consumed determines the total bill for electricity. In such a scenario, the number of units of electricity consumed is a cost driver.

Reference:

LO 1, AC 1.2

#### 質問 # 269

Which of the following is a tool to define roles and responsibilities of a project team?

- A. STEEPLE Analysis
- **B. RACI Matrix**
- C. SCAMPER Method
- D. Monte Carlo model

**正解: B**

解説:

A responsibility assignment matrix[1] (RAM), also known as RACI matrix[2] (/#re#si/) or linear responsibility chart[3] (LRC), describes the participation by various roles in completing tasks or deliverables for a project or business process. RACI is an acronym derived from the four key responsibilities most typically used: responsible, accountable, consulted, and informed.[4] It is used for clarifying and defining roles and responsibilities in cross-functional or departmental projects and processes.[5] There are a number of alternatives to the RACI model.

Role distinction[edit]

There is a distinction between a role and individually identified people: a role is a descriptor of an associated set of tasks; may be performed by many people; and one person can perform many roles. For example, an organization may have ten people who can perform the role of project manager, although traditionally each project only has one project manager at any one time; and a person who is able to perform the role of project manager may also be able to perform the role of business analyst and tester.

R = Responsible (also recommender) Those who do the work to complete the task.[6] There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required (see also RASCI below for separately identifying those who participate in a supporting role).

A = Accountable (also approver or final approving authority) The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible.[6] In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.[7] C = Consulted (sometimes consultant or counsel) Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication.[6] I = Informed (also informee) Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.[6] Very often the role that is accountable for a task or deliverable may also be responsible for completing it (indicated on the matrix by the task or deliverable having a role accountable for it, but no role responsible for its completion, i.e. it is implied). Outside of this exception, it is generally recommended that each role in the project or process for each task receive, at most, just one of the participation types. Where more than one participation type is shown, this generally implies that participation has not yet been fully resolved, which can impede the value of this technique in clarifying the participation of each role on each task.

#### 質問 # 270

Facing fiercer competition at home and abroad, IKEA, the leading furniture retailer, needs to improve its competitiveness. In order to do this, IKEA must decrease operating costs and improve quality of current and new retail stores. The company establishes a project team. The job of the team is to collect data on performance from multiple stores in several countries, then select the best performing one. The team will work closely with best performing store and study its processes. After the research, the team will recommend best practices to other retail stores. IKEA management can also apply these practices to new stores in the future. Which of the following correctly describe the process undertaken by IKEA project team?

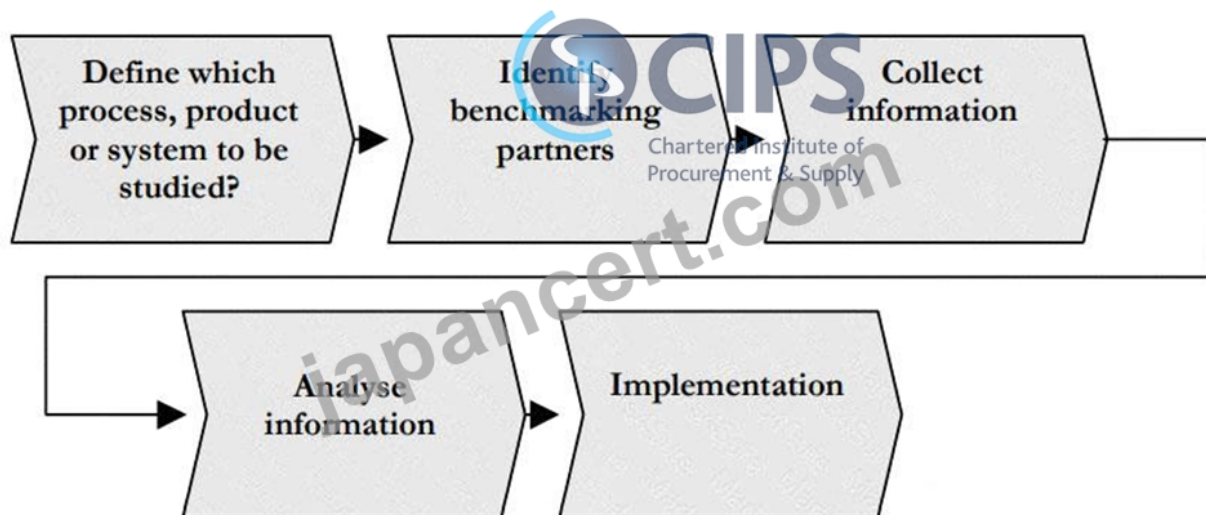
- A. Internal audit
- **B. Internal benchmarking**
- C. Competitive benchmarking
- D. Site visit

**正解: B**

解説:

Basically, IKEA project team is undertaking the following process:

A picture containing text, businesscard Description automatically generated



This is a typical benchmarking process. Benchmarking is defined as the process of measuring products, services, and processes against those of organizations known to be leaders in one or more aspects of their operations. Benchmarking provides necessary insights to help you understand how your organization compares with similar organizations, even if they are in a different business or have a different group of customers.

In the scenario, benchmarking process is undertaken within subsidiaries of IKEA, thus it is internal.

#### 質問 # 271

Which of the following standards specifies requirements for a quality management system?

- A. ISO 27001
- B. ISO 22000:2018
- **C. ISO 9001:2015**
- D. ISO 14001:2015

正解: C

解説:

ISO 9001:2015 specifies requirements for a quality management system.

ISO 14001:2015 specifies the requirements for an environmental management system that an organization can use to enhance its environmental performance. ISO 14001:2015 is intended for use by an organization seeking to manage its environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability.

ISO 22000:2018 specifies food safety management systems - Requirements for any organization in the food chain ISO 27001 provides requirements for an information security management system.

LO 3, AC 3.1

#### 質問 # 272

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