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CIPS Defining Business Needs Sample Questions (Q218-Q223):

NEW QUESTION # 218

Which of the following are typical benefits of through-life asset management to buying organisation? Select the TWO that apply.

- A. Lower risks as there are many suppliers accountable for costs and service over the life of the asset
- B. Better capability of supplier over time
- C. Shorter specifications
- D. Greater supplier's bargaining power
- E. Lower total cost of ownership

Answer: B,E

Explanation:

According to Andrew Graves, "Through-life Management involves the life-cycle management of the products, services and activities required to deliver a fully integrated capability to the customer, while reducing the cost of ownership for the customer." Benefits of through-life asset management can be:

- Lower total life-cycle costs
- Better match between the asset and end-user's needs

- Better supplier capabilities over time because it gains experience of buying organisation's needs.

Reference:

LO 3, AC 3.2

NEW QUESTION # 219

Which of the following factors should be assessed to understand the competitiveness of a supply market?

- A. Previous price paid for goods
- B. Presence of a minimum wage
- C. Number of suppliers within the market
- D. Gross National Product of the country of manufacture

Answer: C

Explanation:

Comprehensive and Detailed Explanation (from CIPS L4M2: Market Analysis) Competitiveness is determined by market structure-how many suppliers operate and how concentrated they are.

A large number of suppliers = competitive market; few suppliers = oligopoly/monopoly # less competitive.

Hence, C is correct.

Relevant CIPS L4M2 Sections:

- * Market competitiveness and supplier concentration
- * Market intelligence for sourcing strategies

NEW QUESTION # 220

Which of the following events would increase the number of suppliers in a particular market?

- A. Introduction of minimum wage regulations
- B. High and increasing levels of investment required to enter the market
- C. Requirement for all companies to have 10,000 or more employees
- D. De-regulation of a previously government-run industry

Answer: D

Explanation:

Comprehensive and Detailed Explanation (from CIPS L4M2 - Market Structure and Barriers to Entry) De-regulation removes government controls and barriers, allowing new competitors to enter, thereby increasing supplier numbers and competition. The other options raise barriers to entry (more costs or requirements), thus reducing potential entrants.

Relevant L4M2 references:

- * "Barriers to market entry and exit"
- * "Impact of deregulation on supply market dynamics"

NEW QUESTION # 221

Which of the following are the focuses of ISO 14001:2015?

- A. 3 and 4 only
- B. 1. Life cycle
2. Process
3. Capacity
4. Information security
2 and 4 only
- C. 1 and 2 only
- D. 2 and 3 only

Answer: C

Explanation:

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 14001:2015 helps an organization achieve the intended outcomes of its environmental management system, which provide value for the environment, the organization itself and interested parties. Consistent with the organization's environmental policy, the intended outcomes of an environmental management system include:

- * enhancement of environmental performance;
- * fulfilment of compliance obligations;
- * achievement of environmental objectives.

ISO 14001:2015 is applicable to any organization, regardless of size, type and nature, and applies to the environmental aspects of its activities, products and services that the organization determines it can either control or influence considering a life cycle perspective.

ISO 14001:2015 does not state specific environmental performance criteria.

ISO 14001:2015 can be used in whole or in part to systematically improve environmental management.

Claims of conformity to ISO 14001:2015, however, are not acceptable unless all its requirements are incorporated into an organization's environmental management system and fulfilled without exclusion.

In conclusion, ISO 14001:2015 focuses on: management system (including roles, leadership and processes) and the life cycle of product or service. Life cycle is defined as "consecutive and inter-linked stages of a product (or service) system, from raw material acquisition or generation from natural resources to final disposal. [...] The life cycle stages include acquisition of raw materials, design, production, transportation/ delivery, use, end-of-life treatment and final disposal." The answer is process and life cycle.

Reference:

- ISO 14001:2015 Environmental management systems - Requirements with guidance for use LO 3, AC 3.1

NEW QUESTION # 222

Which of the following is an assumption of Kano model?

- A. All customer requirements are basic requirements
- B. All types of customer requirements have the same impact on customer satisfaction
- C. Different types of customer requirements have different impact on customer satisfaction
- D. The relationship between product functionality and customer satisfaction is always linear

Answer: C

Explanation:

Kano model of excitement and basic quality (Kano et al, 1984; Berger et al, 1993; Matzler et al, 1996) brings a different perspective for the analysis of improvement opportunities in products and services because it takes in consideration the asymmetrical and non-linear relationship between performance and satisfaction. The Kano model classifies customers requirements in three categories (figure 3):

a) Basic Requirements. The basic requirements fulfill the basic functions of a product. If they are not present or their performance is insufficient, customers will be extremely dissatisfied. On the other hand, if they are present or have sufficient performance, they don't bring satisfaction. Customers see them as prerequisites. For instance, for luxury automobiles, "air bags" are considered basic. A customer won't feel satisfied if the automobile has "air bag", however he/she will not buy it if "air bag" is not present.

b) Performance Requirements. As for these requirements, satisfaction is proportional to the performance level

- the higher the performance, the higher the customer's satisfaction will be and vice-versa. Gas consumption in automobiles is an example of these requirements. Usually customers explicitly demand performance requirements.

c) Excitement Requirements. These requirements are key to customer satisfaction. If they are pre-sent or have sufficient performance, they will bring superior satisfaction. On the other hand, if they are not present or their performance is insufficient, customers will not get dissatisfied. For instance, a surprise gift at the end of a dinner in a restaurant will certainly bring satisfaction, but it will not cause dissatisfaction if not offered. These requirements are not demanded nor expected by customers.

Two other types of requirements may be identified in the Kano model: neutral and reverse ones. Neutral requirements do not bring either satisfaction or dissatisfaction. Reverse requirements bring more satisfaction if absent than if present.

Diagram Description automatically generated

Reference:

- Integrating Kano model and QFD for Designing New Products
- CIPS study guide page 171-172

NEW QUESTION # 223

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