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CIPS L4M2
 Define Business Needs

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 Defining Business Needs Free**

CIPS L4M2 Exam Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Approaches to limit costs of procurement Whole life cycle costing Business financial budgets for the control of materials
Topic 2	<ul style="list-style-type: none"> Understand the role of specifications in procurement and supply Analyse the different types of contracts used by procurement and supply
Topic 3	<ul style="list-style-type: none"> Understand how to derive a procurement case (requirements to be sourced from external suppliers) Develop a contract plan and strategy
Topic 4	<ul style="list-style-type: none"> Analyse the criteria to be used in the creation of a business case Availability of materials and time of entry

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CIPS L4M2 Exam is suitable for candidates who have some experience in the procurement field, and who wish to enhance their knowledge and skills in defining business needs. Candidates who successfully pass L4M2 exam will be able to demonstrate a thorough understanding of the procurement process, as well as an ability to identify and define the business requirements to ensure that procurement activities are aligned with organizational goals. Defining Business Needs certification will help individuals to stand out in the competitive job market and will provide them with extensive knowledge required to define business needs.

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CIPS Defining Business Needs Sample Questions (Q247-Q252):

NEW QUESTION # 247

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

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

Answer: B

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.

NEW QUESTION # 248

Which of the following are likely to be disadvantages of using outcome-based specifications? Select THREE that apply

- A. Responsibility for product failure falling to buyer
- **B. Difficulty to measure performance**
- **C. Long time delay between action and result**
- D. Stifling innovation
- E. Time consuming to produce
- **F. Ambiguity of outcome**

Answer: B,C,F

Explanation:

An Outcome Based Specification (OBS) focuses on the desired outcome of a service in business terms, rather than a detailed technical specification of how the service is to be provided; this allows providers scope to propose innovative solutions that might not have occurred to the procurement team. Outcome should be distinguished from output, which is the measurable results of a set of inputs. The example of difference between outcome and output is written at the bottom of page 123 in the study guide.

Outcomes should be the starting point in making new specification. However, using outcome-based specification has some setbacks: - First, it is not easy to measure the outcomes. Usually, outcome of a project is a statement like 'increase customer satisfaction', 'maintain ambient temperature' or 'provide a convenient way to do something'. They are not easy to measure as output.

- Second, sometimes the desired outcomes require time to be materialised
- Third, outcomes can be ambiguous

Reference: CIPS study guide page 122-123

LO3, AC 3.1

NEW QUESTION # 249

Which of the following methods will enable a company to eliminate waste, lost time and lost material from its processes?

- A. Lean principles
- B. Over specification
- C. Tendering process for routine items
- D. Agile principles

Answer: A

Explanation:

Lean design is about maximising the value that a customer receives and at the same time minimising waste in delivering that value. For an organisation to be 'lean' it must have had all non-essential resources removed (ie. anything that does not add value, see below). This is efficient and cost effective, in that the value/supply chain can theoretically do exactly what is needed of it and no more, but requires sound forecasting and planning of demand and supply. It is most suitable for industries with stable product specifications, long lead times and few impulse purchases.

Organisations which are 'agile' react as quickly as is practicable to provide a cost effective response to customer demand. This is based on flexibility in design, supply, production and distribution. It is most appropriate for products such as fast fashion and foodstuffs which must be on display and available when wanted by the customer.

NEW QUESTION # 250

A manufacturing organisation has initiated a project focusing on costs, with a view to making significant savings. A procurement manager is leading the project. The initial data sources have focused on the cost of raw materials. Which of the following describes this cost?

- A. Direct, fixed costs
- B. Indirect, fixed costs
- C. Direct, variable costs
- D. Indirect, variable costs

Answer: C

NEW QUESTION # 251

Dana is an automobile manufacturer. It has a new electrification strategy that aims at making eco-friendly electric pick-up trucks. To implement this strategy, the procurement department must source new categories of parts that make motors, sensors, solenoids and stators. He starts to analyse the market by identifying specific supply market segments for those parts and finding suppliers who have the best capabilities in those segment. He intends to segment the market based on specific features of the products. Which variable is used by Dana procurement manager to shape and manage supply market?

- A. Buyer segments
- B. Geographical segments
- C. Channel segments
- D. Product segments

Answer: D

Explanation:

In sales and marketing, market segmentation is the process of trying to understand clusters of customers in terms of their buying behavior and their buying characteristics. There are some traditional segmentation approaches: geography, demography, types of industry and the benefits. Then there are newer segmentation approaches: behavioral, situational, and psychographic.

Procurement professionals can learn market segmentation from sales and marketing. Segmenting the market can help them to shape and manage the supply market effectively. According to Michael Porter, a market can be segment with array of products and buyers.

