

# L4M2赤本合格率 & L4M2復習テキスト



BONUS!!! ShikenPASS L4M2ダンプの一部を無料でダウンロード：<https://drive.google.com/open?id=1jDkngwyeLxGfjmYkkLSvBmupGY5VgZG>

もう既にCIPSのL4M2認定試験を申し込みましたか。「もうすぐ試験の時間なのに、まだ試験に合格する自信を持っていないですが、どうしたらいいでしょうか。何か試験に合格するショートカットがあるのですか。試験参考書を読み終わる時間も足りないですから・・・」いまこのような気持ちがありますか。そうしても焦らないでくださいよ。試験を目前に控えても、ちゃんと試験に準備するチャンスもあります。何のチャンスですかと聞きたいでしょう。それはShikenPASSのL4M2問題集です。これは効果的な資料で、あなたを短時間で試験に十分に準備させることができます。この問題集の的中率がとても高いですから、問題集に出るすべての問題と回答を覚える限り、L4M2認定試験に合格することができます。

CIPS L4M2 (Defining Business Needs) Examは、調達およびサプライチェーンマネジメントのスキルを開発したい専門家にとって重要な認定試験です。この試験は、個人がビジネスニーズを特定および定義し、それらのニーズを満たす効果的な調達戦略を開発する能力をテストするために設計されています。調達プロセス、ステークホルダーマネジメント、リスクマネジメントなど、様々なトピックをカバーしています。

>> L4M2赤本合格率 <<

## L4M2復習テキスト & L4M2資格講座

初心者にとって、L4M2試験に合格するのはそんなに難しいことですか？実は、我々ShikenPASSのL4M2問題集を選んで利用し、お客様は力の限りまで勉強して、合格しやすいです。万が一パスしない場合には、弊社は全額返金を承諾いたします。返金を願うのに対して、お客様はL4M2に合格しない成績書を弊社に送付して、弊社は確認の後、支払い金額を全部返済します。

この試験では、ビジネス要件の特定、市場分析の実行、調達戦略の開発、サプライヤー関係の管理など、ビジネスニーズの定義に関連するさまざまなトピックをカバーしています。これらのトピックは、組織内の調達活動の管理を担当する個人にとって不可欠です。この試験は、これらのトピックに関する候補者の理解と、それらを実際の状況に適用する能力をテストするように設計されています。

CIPS L4M2試験は、調達専門家にとって必要不可欠な試験であり、今日のダイナミックなビジネス環境で必要な調達スキルと知識を開発するのに役立ちます。この試験に合格することで、プロフェッショナルは、ビジネスニーズを特定し分析する必要なスキルを身につけ、効果的な調達戦略を開発することができます。さらに、CIPS L4M2試験は、調達プロセスが全体的なビジネス目標に沿っていることを確認するために、利害関係者と協力して作業する準備を整えます。

## CIPS Defining Business Needs 認定 L4M2 試験問題 (Q266-Q271):

### 質問 # 266

Which of the following is a risk to buying organization when using conformance specification?

- A. Buyer cannot control the inputs

- B. Time to produce specification is shortened
- **C. Buyer is responsible for product failure**
- D. Buyer may face liquidity risks

正解: C

解説:

When using conformance specification, the buying organisation is responsible for the performance of the purchase. If the product fails due to poorly designed specification, the buyer is wholly responsible for it. It cannot blame the supplier for the failure because they still provided 'fit for purpose' product.

'Time to produce specification is shortened': Conformance specification requires details on dimension, materials, design, etc. With such requirements, time to produce a complete conformance specification is often longer than producing performance specification.

'Buyer cannot control the inputs': Conformance specification is a list of inputs from buyer, so buyer has control over the inputs that will make the product. It also means that buyer is responsible for any product failure.

'Buyer may face liquidity risks': Liquidity means that how quick a business turns its assets into cash. This is a financial term, it does not link directly with specification failure.

#### 質問 # 267

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

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

正解: B、C

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: CIPS study guide page 35

LO 1, AC 1.2

#### 質問 # 268

What are the direct risks that can result from procurement receiving inadequate specifications from a research and development department?

- A. Increased business size
- B. Increased labour costs
- C. Under or over statement of need
- **D. Under or over delivery of goods**

正解: D

### 質問 # 269

Thani Ltd is a fast growing logistics company with a fleet of 20 tractors. To meet Net Zero objective, the company needs to electrify its fleet. Angelica is assigned to investigate the market price of electrifying services. After the investigation, she realises that the current market price is very expensive and unsustainable for her company. She decides to break down the costs before negotiating with the suppliers. Which internal stakeholders may help Angelica estimate the breakdown of costs? Select TWO that apply.

- A. Engineering department
- B. Finance department
- C. Sales and Marketing department
- D. Suppliers
- E. Commercial agency

正解: A、B

解説:

Despite of its importance, cost analysis is often a daunting task for procurement professionals. In order to analyse supplier's costs effectively, procurement may need the input from other departments. Normally, technical (or engineering) department may help them to identify the direct costs of the product/service (how much material is required to make the product, or how many people are needed to perform the job, etc), while finance (or accounting) department may have ideas on the overheads of the supplier.

In this scenario, engineering department may provide insights on the components needed and the tasks to perform. Similarly, finance may know how much supplier pays for the overheads.

On the other hand, while commercial agency and suppliers are external stakeholders, Sales and marketing is unlikely to provide valuable information in this case.

Reference: CIPS study guide page 102

LO 2, AC 2.3

### 質問 # 270

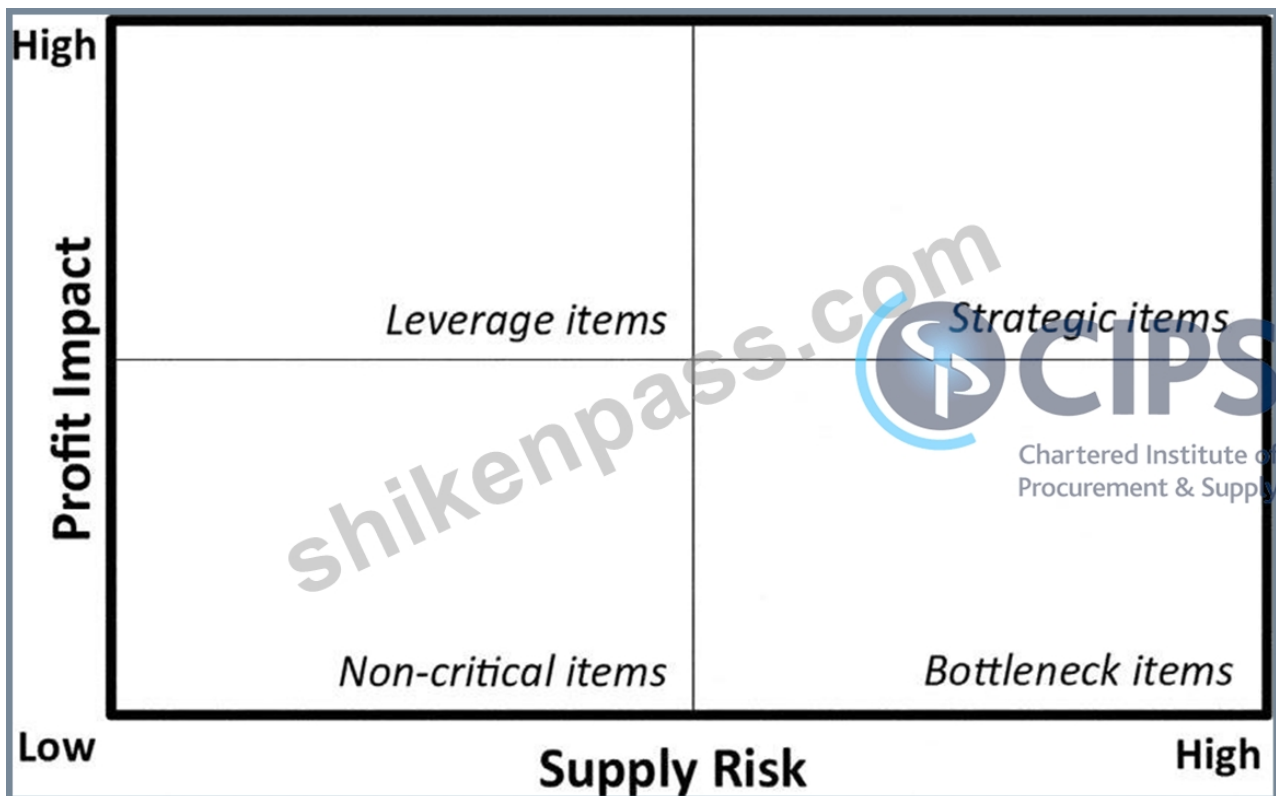
A procurement team is categorising their purchased items into four quadrants of Kraljic's supply chain portfolio matrix. They realise that there are some low-value items which come from very few suppliers in the market. The organisation is critically dependent on these suppliers. The team plans to reduce the dependence by finding alternative sources. Is this a right course of action?

- A. No, the organisation should run competitive biddings to exploit the competition
- B. No, there is no way to escape this dependency
- C. Yes, this action will dramatically increase the supplier's bargaining power
- D. Yes, the organisation needs to reduce the supply risks

正解: D

解説:

According to Kraljic portfolio matrix, the low-value items with high supply risk are bottleneck items.



The purchasing strategy that is commonly recommended for these products is primarily based on acceptance of the dependence and reduction of the negative effects of the unfavourable position. An alternative strategy suggested by purchasing practitioners is to find other suppliers and move towards the non-critical quadrant.

- Accept dependence, reduce negative consequences: The main focus of this strategy is to assure supply, if necessary even at additional cost. Examples of this strategy are keeping extra stocks of the materials concerned or developing consigned stock agreements with suppliers. By performing a risk analysis firms can identify the most important bottleneck products and consider the implications. A possible action for dealing with unexpected bad dependence positions for certain products is to employ contingency planning.
- Reduce dependence and risk, find other solutions: This strategy is geared towards reducing the dependence on the supplier. The most common way to achieve this is to broaden the specifications of the product or to search for new suppliers. The procurement team in the scenario has selected reducing dependency by finding alternatives. This is a right strategy for bottleneck item.

Reference:

- CIPS study guide page 82-84
- Purchasing strategies in the Kraljic matrix-A power and dependence perspective, Marjolein C.J. Caniels, Cees J. Gelderman LO 2, AC 2.1

#### 質問 # 271

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L4M2復習テキスト : <https://www.shikenpass.com/L4M2-shiken.html>

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