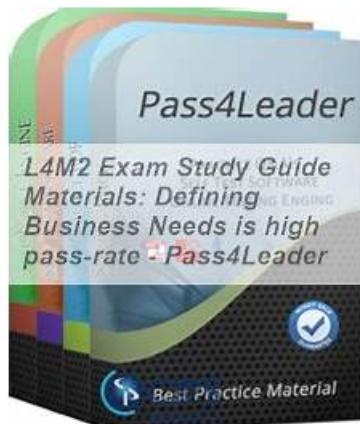


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CIPS Defining Business Needs Sample Questions (Q46-Q51):

NEW QUESTION # 46

It could be argued that wherever possible, specifications should be more output and outcome focused. Why is this?

- A. So that a specific branded product is provided
- B. So that they can be amended easily after contract award
- C. To reduce the number of options available
- **D. To allow as many suppliers as possible to respond**

Answer: D

NEW QUESTION # 47

A procurement manager decided to use a conformance specification in a request for quotation (RFQ) for the manufacturing of a specialist item designed by their company. The company does not have the capability to manufacture the item in-house, but requires the item to be made to their detailed specification. Was this the correct thing to do?

- A. No, as the item will be of non-standard construction and will not be able to be used by other competitors
- B. No, as it means that the chosen supplier will not be able to use their expertise and knowledge to manufacture the item
- **C. Yes, as it means that the company will get exactly what it has specified and that the item meets its specific requirements**
- D. Yes, as it means that the company will be able to get the most cost-effective price for the item from the chosen supplier

Answer: C

Explanation:

Comprehensive and Detailed Explanation (paraphrased from CIPS L4M2 content) CIPS L4M2 clearly distinguishes between conformance and performance specifications.

- * A conformance specification describes exactly what the item must be like - dimensions, materials, design drawings, tolerances, etc.
- * It is appropriate when the buyer already has a detailed design and simply wants the supplier to manufacture to that design.

In this scenario:

- * The buyer's organisation has designed the specialist item and has a detailed specification.
- * They cannot manufacture it in-house, but they need the item exactly as designed.

This is precisely when CIPS says a conformance specification is appropriate: the purpose is to ensure the supplier delivers exactly what has been specified and that the item meets all the buyer's technical and functional requirements.

- * Option D matches this principle exactly.
- * Option A mentions cost-effectiveness, which might happen, but it is not the main reason for using conformance specifications.
- * Options B and C describe issues that are either irrelevant or are more associated with over-specification or missed innovation opportunities, not with the basic correctness of using conformance specifications in this situation.

Relevant CIPS L4M2 areas:

- * Types of specification: conformance vs performance vs outcome
- * When to use buyer-designed (conformance) specifications
- * Risks and benefits of restricting supplier design freedom

NEW QUESTION # 48

A company is planning the procurement of an IT system and wants to agree a through-life contract with the supplier to ensure ongoing system support. The first step in producing that specification should be to:

- A. Build a design
- B. Identify the IT system supplier
- **C. Define the user requirements**
- D. Prepare tendering documents

Answer: C

Explanation:

Writing a high-quality specification is very crucial in every purchase. In through-life management, it is even more important since the assets often have very high value. Defining user requirement is the first step to write a specification. Without doing this right, many problems may arise in later stages.

Reference:

LO 3, AC 3.2

NEW QUESTION # 49

A charity is reviewing their spend and budget after an operation in flooded areas. They realise that the operators save money against the budgeting plan. This saving is known as...?

- A. Negative budget
- B. Positive variance
- C. Positive budget
- D. Negative variance

Answer: D

Explanation:

The difference between the actual spend and budgeted spend is known as variance. The formula for variance is:

Variance = Actual spend - Budgeted spend

Variances can be adverse/unfavourable or favourable ie they can be positive or negative.

Be very careful with these terms. A positive or a negative variance may be favourable or it may be adverse/ unfavourable.

Adverse variances

Adverse variances are those variances that are unfavourable to the firm. Examples would be sales below plan; costs above budget, cash receipts lower than expected, and overtime payment more than forecast.

Favourable variances

Favourable variances are those variances that are beneficial to the business. Examples would be sales ahead of plan, costs below budget, and wages below forecast.

Positive variance

A positive variance occurs where 'actual' exceeds 'planned' or 'budgeted' value. Examples might be actual sales are ahead of the budget.

Negative variance

A negative variance occurs where 'actual' is less than 'planned' or 'budgeted' value. Examples would be when the raw materials cost less than expected, sales were less than predicted, and labour costs were below the budgeted figure.

When the operators create saving, it means that the Actual spend is less than Budgeted spend. Therefore the variance is negative.

Reference:

- Variance analysis
- CIPS study guide page 57-59

LO 1, AC 1.4

NEW QUESTION # 50

Sealines Inc is developing its fleet of cargo ships. The company is planning to build a new ship powered by natural gas. Brian, the procurement manager at Sealines, suggests the project team to develop a through-life specification before engaging with the supplier. Is this a correct approach?

- A. Yes, decommissioning and disposal costs will not be accounted in this approach
- B. No, the company just needs to select the lowest bidder
- C. Yes, this approach will lower the total cost of ownership
- D. No, a ship is used only once, through-life management is unnecessary

Answer: C

Explanation:

Through-life management is a approach applied to capital asset. According to Ward and 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. According to CIPS study guide, through-life management comprises of 6 parts:

1. Design
2. Manufacture
3. Installation
4. In-service support
5. Decommission and disposal
6. Customer support

In this scenario, the company is planning to procure a ship, which is a capital asset. Through life management is a good approach. Sealines can start with developing through-life specification. This approach may have several benefits:

- It lowers the costs over the whole life of the asset
- It lowers the risks as there is a single company accountable for costs and service over the life of the asset
- A closer match between the asset delivered and the users' needs
- Development of capability over the life of the asset as the supplier continues to get experience of the users' needs and can adapt services to meet them

NEW QUESTION # 51

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