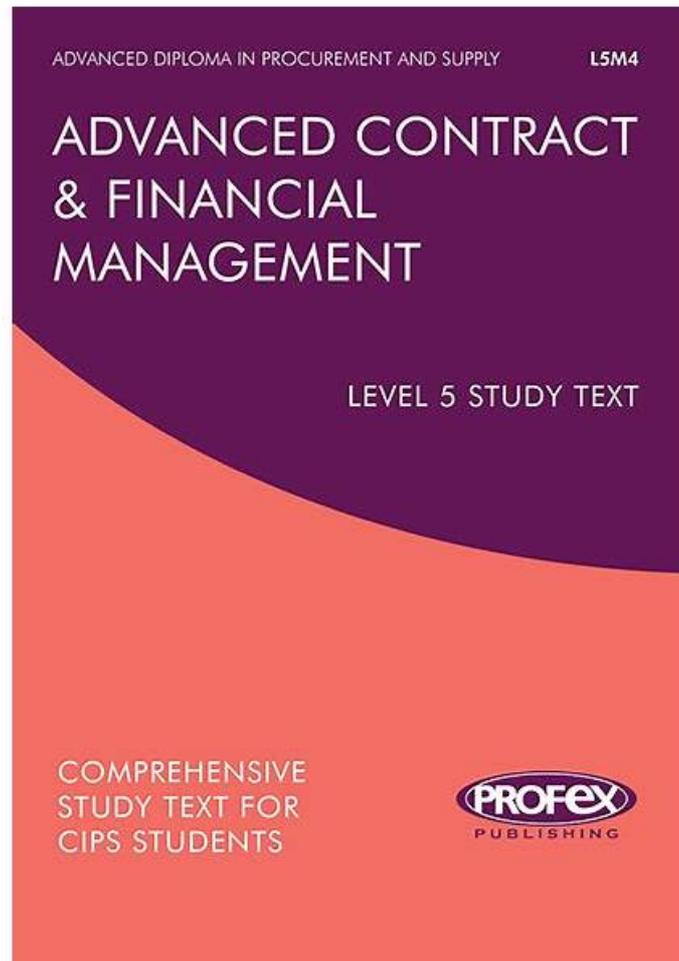


L5M4 Advanced Contract & Financial Management テスト ト実用的な情報



P.S.MogiExamがGoogle Driveで共有している無料の2025 CIPS L5M4ダンプ：https://drive.google.com/open?id=1h0XQByYVdrYVi_Kpg3mquv6BxhuMeiJh

短時間で給料を2倍にしたいですか？ はい、それは夢ではありません。L5M4最新の学習ガイドがお手伝いします。IT分野は競争が激しくなっています。CIPS認定は、そのために役立ちます。最新のL5M4学習ガイドで認定を取得すると、キャリアが変わる可能性があります。CIPSの会社または製品に関する仕事に応募する場合、有用な認定資格は非常に優れた利点をもたらします。L5M4の最新の学習ガイドのほんの数十ドルが、100%合格試験と24時間のワーム支援サービスを支援します。

CIPS L5M4 認定試験の出題範囲：

トピック	出題範囲

トピック 1	<ul style="list-style-type: none"> サプライチェーンに影響を与える可能性のある財務およびパフォーマンス指標の分析と適用: このセクションでは、調達およびサプライチェーンマネージャーのスキルを評価し、サプライチェーンのパフォーマンス評価に使用される財務および非財務指標を網羅します。コスト、時間、顧客満足度に関連するパフォーマンス計算に加え、ROCE、IRR、NPVなどの財務効率指標についても取り上げます。このセクションでは、ステークホルダーからのフィードバックがパフォーマンスに及ぼす影響と、フィードバックメカニズムが継続的な改善にどのように貢献するかを評価します。
トピック 2	<ul style="list-style-type: none"> サプライチェーンに影響を与える財務手法の理解と適用: このセクションでは、調達およびサプライチェーン・マネージャーのスキルを評価し、サプライチェーンに影響を与える財務概念を網羅します。運転資本、プロジェクト資金調達、WACC、投資ファイナンスといった分野における財務管理の役割を探求します。また、為替変動が調達に及ぼす影響、例えば先物契約やデリバティブ商品といった外国為替ツールの活用についても考察します。
トピック 3	<ul style="list-style-type: none"> 調達・供給における契約パフォーマンスの測定と向上のためのツールと手法を理解し、適用する: このセクションでは、調達・サプライチェーン・マネージャーのスキルを評価し、契約パフォーマンスの監視と改善にツールと主要業績評価指標 (KPI) を適用する方法を網羅します。サプライヤーとの関係におけるコスト、品質、納期、安全性、ESG要素といった指標の評価に重点が置かれます。受験者は、イノベーション、市場投入までの時間、ROIなど、パフォーマンス向上に役立つデータソースと分析手法を探求します。
トピック 4	<ul style="list-style-type: none"> 戦略的調達の概念を理解し、適用する: このセクションでは、調達およびサプライチェーン・マネージャーのスキルを評価し、調達決定の背後にある戦略的考慮事項を網羅します。業界の動向、価格設定、サプライヤーの財務状況、ESGへの懸念といった市場要因の評価が含まれます。また、契約の種類、競合状況、サプライチェーンの可視性といった調達オプションとトレードオフについても考察します。

>> L5M4勉強方法 <<

L5M4対応問題集、L5M4専門知識訓練

L5M4の科学技術の改善は、社会の将来の建設と進歩に計り知れない力を生み出します。L5M4模擬試験は、緊急の課題に対処するための最適な選択および有用なツールとなります。10年以上の努力により、当社のL5M4トレーニング資料は、業界で最も広く称賛され、待望の製品になりました。L5M4模擬試験の計画と設計において、プロのエリートから完全な技術サポートを受けています。もう悔しいでください。L5M4学習エンジンの購入を後悔することはありません!

CIPS Advanced Contract & Financial Management 認定 L5M4 試験問題 (Q26-Q31):

質問 # 26

XYZ Limited is a large retail organization operating in the private sector which is looking to raise long-term capital. Discuss three long-term financing options which XYZ may use. (25 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

XYZ Limited, as a private sector retail organization, can explore various long-term financing options to raise capital for expansion, investment, or operational needs. Below are three viable options, detailed step-by-step:

* Issuing Equity Shares

* Step 1: Understand the Mechanism XYZ can sell ownership stakes (shares) to investors, raising funds without incurring debt.

* Step 2: Process Engage financial advisors to issue shares via a public offering (if transitioning to public status) or private placement to institutional investors.

- * Step 3: Benefits and Risks Provides permanent capital with no repayment obligation, but dilutes ownership and control.
- * Suitability for XYZ: Ideal for a large retailer needing significant funds for expansion without immediate repayment pressures.
- * Securing Long-Term Bank Loans
- * Step 1: Understand the Mechanism Borrow a lump sum from a bank, repayable over an extended period (e.g., 5-20 years) with interest.
- * Step 2: Process Negotiate terms (fixed or variable interest rates) and provide collateral (e.g., property or assets).
- * Step 3: Benefits and Risks Offers predictable repayment schedules but increases debt liability and interest costs.
- * Suitability for XYZ: Useful for funding specific projects like new store openings, with repayments aligned to future revenues.
- * Issuing Corporate Bonds
- * Step 1: Understand the Mechanism XYZ can issue bonds to investors, promising periodic interest payments and principal repayment at maturity.
- * Step 2: Process Work with investment banks to structure and market bonds, setting terms like coupon rate and maturity (e.g., 10 years).
- * Step 3: Benefits and Risks Raises large sums without diluting ownership, though it commits XYZ to fixed interest payments.
- * Suitability for XYZ: Attractive for a retailer with strong creditworthiness, seeking capital for long-term growth.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide addresses long-term financing options for private sector organizations in detail:

- * Equity Shares: "Issuing equity provides a source of permanent capital, though it may reduce control for existing owners" (CIPS L5M4 Study Guide, Chapter 4, Section 4.1). This is a key option for capital-intensive firms like retailers.
- * Bank Loans: "Long-term loans offer flexibility and structured repayments but require careful management of debt levels" (CIPS L5M4 Study Guide, Chapter 4, Section 4.2), suitable for funding tangible assets.
- * Corporate Bonds: "Bonds allow organizations to access large-scale funding from capital markets, with fixed obligations to bondholders" (CIPS L5M4 Study Guide, Chapter 4, Section 4.3), emphasizing their use in stable, established firms. These options align with XYZ's private sector goal of profit-driven growth. References: CIPS L5M4 Study Guide, Chapter 4: Sources of Finance.

質問 # 27

With reference to the SCOR Model, how can an organization integrate operational processes throughout the supply chain? What are the benefits of doing this? (25 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

- * Part 1: How to Integrate Operational Processes Using the SCOR Model The Supply Chain Operations Reference (SCOR) Model provides a framework to integrate supply chain processes. Below is a step-by-step explanation:
- * Step 1: Understand SCOR Components SCOR includes five core processes: Plan, Source, Make, Deliver, and Return, spanning the entire supply chain from suppliers to customers.
- * Step 2: Integration Approach
- * Plan: Align demand forecasting and resource planning across all supply chain partners.
- * Source: Standardize procurement processes with suppliers for consistent material flow.
- * Make: Coordinate production schedules with demand plans and supplier inputs.
- * Deliver: Streamline logistics and distribution to ensure timely customer delivery.
- * Return: Integrate reverse logistics for returns or recycling across the chain.
- * Step 3: Implementation Use SCOR metrics (e.g., delivery reliability, cost-to-serve) and best practices to align processes, supported by technology like ERP systems.
- * Outcome: Creates a cohesive, end-to-end supply chain operation.
- * Part 2: Benefits of Integration
- * Step 1: Improved Efficiency Reduces redundancies and delays by synchronizing processes (e.g., faster order fulfillment).
- * Step 2: Enhanced Visibility Provides real-time data across the chain, aiding decision-making.
- * Step 3: Better Customer Service Ensures consistent delivery and quality, boosting satisfaction.
- * Outcome: Drives operational excellence and competitiveness.

Exact Extract Explanation:

The CIPS L5M4 Study Guide details the SCOR Model:

- * Integration: "SCOR integrates supply chain processes-Plan, Source, Make, Deliver, Return- ensuring alignment from suppliers to end customers" (CIPS L5M4 Study Guide, Chapter 2, Section 2.2). It emphasizes standardized workflows and metrics.
- * Benefits: "Benefits include increased efficiency, visibility, and customer satisfaction through streamlined operations" (CIPS L5M4

Study Guide, Chapter 2, Section 2.2). This supports strategic supply chain management in procurement. References: CIPS L5M4 Study Guide, Chapter 2: Supply Chain Performance Management.=====

質問 # 28

A local council is looking at ways it can fund a large construction project they are planning-the building of a new hospital. Discuss ways in which the council could fund the project, and the advantages and disadvantages of this (25 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

A local council, operating in the public sector, has several options to fund a large construction project like a new hospital. Below are three funding methods, with their advantages and disadvantages explained step-by- step:

* Government Grants or Funding

* Step 1: Identify SourceApply for grants from central government or public health budgets allocated for infrastructure.

* Step 2: ProcessSubmit detailed proposals outlining costs, benefits, and public value to secureapproval.

* Advantages:

* No repayment required, preserving council funds.

* Aligns with public sector goals of service delivery.

* Disadvantages:

* Competitive process with uncertain approval.

* Strict conditions may limit flexibility in project execution.

* Public-Private Partnership (PPP)

* Step 1: Establish PartnershipCollaborate with a private firm to finance and build the hospital, with the council leasing it back over time.

* Step 2: ProcessNegotiate terms (e.g., Private Finance Initiative-PFI) where the private partner recovers costs via payments or service contracts.

* Advantages:

* Reduces upfront council expenditure, spreading costs over years.

* Leverages private sector expertise and efficiency.

* Disadvantages:

* Long-term financial commitments increase future budgets.

* Potential loss of control over project specifications.

* Borrowing (e.g., Municipal Bonds or Loans)

* Step 1: Secure FundsIssue bonds to investors or obtain loans from financial institutions, repayable over decades.

* Step 2: ProcessGain approval from government regulators and allocate tax revenues for repayment.

* Advantages:

* Immediate access to large capital for construction.

* Retains council ownership of the hospital.

* Disadvantages:

* Interest payments increase overall project cost.

* Debt burden may strain future budgets.

Exact Extract Explanation:

The CIPS L5M4 Study Guide highlights funding options for public sector projects:

* Government Grants:"Grants provide non-repayable funds but often come with stringent compliance requirements" (CIPS L5M4 Study Guide, Chapter 4, Section 4.4).

* PPP:"Public-private partnerships enable infrastructure development without immediate fiscal pressure, though long-term costs can escalate" (CIPS L5M4 Study Guide, Chapter 4, Section 4.5).

* Borrowing:"Borrowing via bonds or loans is common for public bodies, offering flexibility but adding debt obligations" (CIPS L5M4 Study Guide, Chapter 4, Section 4.2). These align with the public sector' s focus on value for money and service provision.

References: CIPS L5M4 Study Guide, Chapter 4:

Sources of Finance.=====

質問 # 29

What is the difference between competitive and non-competitive sourcing? (12 marks) In which circumstances may a non-competitive sourcing approach be more appropriate? (13 marks)

正解:

解説:

See the answer in Explanation below:

Explanation:

Part 1: What is the difference between competitive and non-competitive sourcing? (12 marks) Competitive and non-competitive sourcing are two distinct approaches to selecting suppliers for procurement, each with different processes and implications. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, these methods impact cost, supplier relationships, and contract outcomes.

Below is a step-by-step comparison:

* Definition and Process:

* Competitive Sourcing: Involves inviting multiple suppliers to bid for a contract through a formal process (e.g., tendering, RFQs). Suppliers compete on price, quality, and other criteria.

* Example: Issuing a tender for raw materials and selecting the supplier with the best offer.

* Non-Competitive Sourcing: Involves selecting a supplier without a competitive bidding process, often through direct negotiation or sole sourcing.

* Example: Directly negotiating with a single supplier for a specialized component.

* Key Differences:

* Competition: Competitive sourcing drives competition among suppliers, while non-competitive sourcing avoids it, focusing on a single supplier.

* Transparency: Competitive sourcing is more transparent, with clear criteria for selection, whereas non-competitive sourcing may lack visibility and increase the risk of bias.

* Cost Focus: Competitive sourcing often secures lower prices through bidding, while non-competitive sourcing prioritizes relationship or necessity over cost.

* Time and Effort: Competitive sourcing requires more time and resources (e.g., tender management), while non-competitive sourcing is quicker but may miss cost-saving opportunities.

Part 2: In which circumstances may a non-competitive sourcing approach be more appropriate? (13 marks) Non-competitive sourcing can be more suitable in specific situations where competition is impractical or less beneficial. Below are key circumstances:

* Unique or Specialized Requirements:

* When a product or service is highly specialized and only one supplier can provide it, non-competitive sourcing is necessary.

* Example: Sourcing a patented technology available from only one supplier.

* Urgency and Time Constraints:

* In emergencies or when time is critical, competitive sourcing's lengthy process may cause delays, making non-competitive sourcing faster.

* Example: Sourcing materials urgently after a supply chain disruption (e.g., a natural disaster).

* Existing Strategic Relationships:

* When a strong, trusted relationship with a supplier exists, non-competitive sourcing leverages this partnership for better collaboration and reliability.

* Example: Continuing with a supplier who has consistently delivered high-quality materials.

* Low Value or Low Risk Purchases:

* For small, low-risk purchases, the cost of a competitive process may outweigh the benefits, making non-competitive sourcing more efficient.

* Example: Sourcing office supplies worth £500, where tendering costs exceed potential savings.

Exact Extract Explanation:

Part 1: Difference Between Competitive and Non-Competitive Sourcing

The CIPS L5M4 Advanced Contract and Financial Management study guide addresses sourcing approaches in the context of strategic procurement, emphasizing their impact on cost and supplier relationships. It describes competitive sourcing as "a process where multiple suppliers are invited to bid," promoting transparency and cost efficiency, while non-competitive sourcing is "direct engagement with a single supplier," often used for speed or necessity.

* Detailed Comparison:

* The guide highlights that competitive sourcing aligns with "value for money" by leveraging market competition to secure better prices and terms. For example, a tender process might reduce costs by 10% through supplier bids.

* Non-competitive sourcing, however, is noted as "less transparent" but "faster," suitable when competition isn't feasible. It may lead to higher costs due to lack of price comparison but can foster stronger supplier relationships.

* L5M4 stresses that competitive sourcing requires "formal processes" (e.g., RFQs, tenders), increasing administrative effort, while non-competitive sourcing simplifies procurement but risks bias or favoritism.

Part 2: Circumstances for Non-Competitive Sourcing

The study guide identifies scenarios where non-competitive sourcing is preferable, particularly when "speed, uniqueness, or strategic relationships" outweigh the benefits of competition.

* Unique Requirements: The guide notes that "sole sourcing is common for specialized goods," as competition is not viable when only one supplier exists.

- * Urgency: L5M4's risk management section highlights that "time-sensitive situations" (e.g., emergencies) justify non-competitive sourcing to avoid delays.
- * Strategic Relationships: The guide emphasizes that "long-term partnerships" can justify non-competitive sourcing, as trust and collaboration may deliver greater value than cost savings.
- * Low Value Purchases: Chapter 2 suggests that for "low-value transactions," competitive sourcing may not be cost-effective, supporting non-competitive approaches.
- * Practical Application: For XYZ Ltd (Question 7), non-competitive sourcing might be appropriate if they need a unique alloy only one supplier provides or if a sudden production spike requires immediate materials.

質問 # 30

XYZ Ltd is a retail organization that is conducting a competitive benchmarking project. What are the advantages and disadvantages of this? (25 points)

正解:

解説:

See the answer in Explanation below:

Explanation:

Competitive benchmarking involves XYZ Ltd comparing its performance with a rival retailer. Below are the advantages and disadvantages, explained step-by-step:

- * Advantages
 - * Identifies Competitive Gaps
 - * Step 1: Comparison XYZ assesses metrics like pricing, delivery speed, or customer service against a competitor.
 - * Step 2: Outcome Highlights areas where XYZ lags (e.g., slower delivery), driving targeted improvements.
 - * Benefit: Enhances market positioning.
 - * Drives Performance Improvement
 - * Step 1: Learning Adopting best practices from competitors (e.g., efficient inventory management).
 - * Step 2: Outcome Boosts operational efficiency and customer satisfaction.
 - * Benefit: Strengthens competitiveness in retail.
 - * Market Insight
 - * Step 1: Analysis Provides data on industry standards and trends.
 - * Step 2: Outcome Informs strategic decisions (e.g., pricing adjustments).
 - * Benefit: Keeps XYZ aligned with market expectations.
- * Disadvantages
 - * Data Access Challenges
 - * Step 1: Limitation Competitors may not share detailed performance data.
 - * Step 2: Outcome Relies on estimates or public info, reducing accuracy.
 - * Drawback: Limits depth of comparison.
 - * Risk of Imitation Over Innovation
 - * Step 1: Focus Copying rivals may overshadow unique strategies.
 - * Step 2: Outcome XYZ might lose differentiation (e.g., unique branding).
 - * Drawback: Stifles originality.
 - * Resource Intensive
 - * Step 1: Effort Requires time, staff, and costs to gather and analyze data.
 - * Step 2: Outcome Diverts resources from other priorities.
 - * Drawback: May strain operational capacity.

Exact Extract Explanation:

The CIPS L5M4 Study Guide discusses competitive benchmarking:

* Advantages: "It identifies gaps, improves performance, and provides market insights" (CIPS L5M4 Study Guide, Chapter 2, Section 2.6).

* Disadvantages: "Challenges include limited data access, potential over-reliance on imitation, and high resource demands" (CIPS L5M4 Study Guide, Chapter 2, Section 2.6). This is key for retail procurement and financial strategy. References: CIPS L5M4 Study Guide, Chapter 2: Supply Chain Performance Management.=====

質問 # 31

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長年の訂正と修正を受けて、L5M4試験問題はすでに完璧になっています。彼らは、エラーのない有望な練習資

