

## **CIPS 4 级 采购与供应文凭**

CIPS Level 4 – Diploma in Procurement and Supply

### **《确定商业需求》**

Module 2 –Defining Business Need

### **考试样题**

SAMPLE EXAM QUESTIONS

客观型响应题与答案（答案以黄色标出）

OBJECTIVE RESPONSE QUESTIONS AND ANSWERS

**Q1** 对于制造型组织，下列哪项会产生直接成本？

For a manufacturing organisation, which of the following would create direct costs?

- a. 品牌广告 (Brand advertising)
- b. 元器件 (Components)
- c. 管理层的用车 (Executive cars)
- d. 文具 (Stationery)

**Q2.** 输出规格主要关注……

An output specification focuses mostly on ...

- a. 设计 (design)
- b. 创新 (innovation)
- c. 性能 (performance)
- d. 技术 (technicalities)

**Q3.** 下列哪个选项通常与以输出为中心的规格一起使用？

Which of the following are commonly used in conjunction with an output-focused specification?

- a. 关键绩效指标 (Key performance indicators)
- b. 明确的符合性标准 (Clear conformance standards)
- c. 详细技术要求 (Detailed technical requirements)
- d. 产品品牌名称 (Product brand names)

**Q4.** 一个采购组织热衷于在执行即将到来的重要合同机会时，将供应市场的可用创新最大化。下列哪项会使该机构达到这个目标？

A procurement organisation is keen to maximise innovation available within the supply market in the execution of an upcoming significant contract opportunity. Which of the following will enable the organisation to achieve this goal?

- a. 使用以结果为中心的规格 (Using an outcome focused specification)
- b. 应用精确的绩效框架 (Applying a precise performance framework)
- c. 建立透明的选择标准 (Establishing transparent selection criteria)
- d. 允许发生变化 (Allowing variations to occur)

**Q5.** 采购经理正在输入新产品的规格。他们已经评估了供应商的供应能力及其相对的市场影响，并确定了供应来源是充足的。在竞争市场力量方面，还有哪些因素是需要考虑的？

A procurement manager is inputting into a specification for a new product. They have already assessed the availability of suppliers and their relative market influence, and have determined that the sources of supply are plentiful. What other factor will be important to consider in respect of competitive market forces?

- a. 竞争对手 (Competitive rivalry)
- b. 买方的势力 (Power of buyers)
- c. 供应商的实力 (Strength of suppliers)
- d. 供应链影响 (Supply chain impact)

**Q6.** Zam 制造集团(Zam)拥有一系列不复杂的组件，这些组件可随时为广泛的供应商提供。该生产工艺简单，效率高。Zam 的利润率很高。Zam 的采购总监主要担心的是它购买和生产的品种繁多的产品。下列哪项应该是 Zam 的优先行动？

Zam Manufacturing Group (Zam) has a non-complex range of components which are readily available for an extensive range of suppliers. The manufacturing process is simple and highly efficient. Zam's profit margins are high. The Zam CPO's main concern is the vast array of products it both buys and manufactures. Which of the following should be a priority action for Zam?

- a. 价值分析 (Value analysis)
- b. 价值工程 (Value engineering)
- c. 实施标准化 (Implement standardisation)
- d. 流程再造 (Process re-engineering)

**Q7.** 下列哪项是可能影响市场竞争的常见进入壁垒？

Which of the following are common barriers to entry that could affect competition in a market?

- 1. 设置成本 (Set-up costs)
  - 2. 直接劳动力成本 (Direct labour costs)
  - 3. 顾客的转换成本 (Customer switching costs)
  - 4. 库存持有成本 (Inventory holding costs)
- a. 只有 1 和 2 (1 and 2 only)
  - b. 只有 3 和 4 (3 and 4 only)
  - c. 只有 2 和 3 (2 and 3 only)
  - d. 只有 1 和 3 (1 and 3 only)

**Q8.** 一个组织对它想要的服务有一个非常清晰的概念，并且精确地描述了供应商必须如何交付服务的过程。它打算产生一个“以结果为中心的规格”。这是该组织使用的正确规格方法吗？

An organisation has a very clear idea of the service it wants and has described the process precisely in terms of how the supplier must deliver it. It is intending to produce an 'outcome-focused specification'. Is this the right specification approach for the organisation to use?

a. 不——使用以结果为中心的规格，供应商将决定如何交付服务

No - with an outcome-focussed specification approach, the supplier will decide how to deliver the service

b. 不——最好的方法是一个开放的规格

No - the best approach would be an open specification

c. 是的——这种规格方法允许供应商进行最大限度的创新

Yes - this specification approach allows for maximum innovation from the supplier

d. 是的——这种规格方法明确规定了服务应该如何交付

Yes -this specification approach states expressly how the service should be delivered

**Q9.** 在整个合同生命周期中，下列哪些项是典型的环境考虑因素？（选择适用的两项）

Which of the following are typical environmental considerations throughout the contract life cycle? Select the TWO that apply.

a. 制造中的能源使用量（Energy usage in manufacturing）

b. 可回收包装（Recyclable packaging）

c. 客户的需求（Customer demand）

d. 员工福利（Employee welfare）

e. 道德行为标准（Standards of ethical behaviour）

**Q10** 在一致性规格中，通常可以找到下列哪一项？（选择适用的两项）

Which of the following are typically found within conformance specifications? Select TWO that apply.

a. 功能（Functions）

b. 图纸（Drawings）

c. 结果（Outcomes）

d. 样本（Samples）

e. 输出（Outputs）