

## **CIPS 5 级 供应链管理高级文凭**

CIPS Level 5 – Advanced Diploma in Supply Chain Management

### **《管理供应链风险》**

Module 2 – Managing Supply Chain Risk

### **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.** 供应商的条款和条件包括有关海啸、地震和火山爆发的条款。这种条款被称为……

A supplier's terms and conditions include provision in respect of tsunamis, earthquakes and volcanic eruption. This type of provision is known as ...

- a. 违约金条款 (a liquidated damages clause)
- b. 免责条款 (an exclusion clause)
- c. 赔偿条款 (an indemnity clause)
- d. 保险条款 (an insurance provision clause)

**Q2.** ManCo 公司是一家全球性的制造企业。它拥有高度整合的供应链。所有参与方都是相互关联的，因此数据可用性和透明性都很高。然而，它的采购总监担心技术风险。以下哪项对 ManCo 来说是这样的风险？

ManCo Inc is a global manufacturing organisation. It has a highly integrated supply chain. All parties are interconnected with the result that data availability and transparency are high. Its CPO however is concerned about technological risk. Which of the following is such a risk for ManCo?

- a. 网络犯罪 (Cyber crime)
- b. 全球经济 (Global economics)
- c. 劳工标准 (Labour standards)
- d. 经济不确定性 (Economic uncertainty)

**Q3.** 产品制造集团(PMG)总部位于英国，刚刚开始从欧洲采购材料，必须用欧元支付供应商。这是 PMG 首次涉足欧元计价的支付业务。不过，该公司确实将产品销往欧洲市场，并拥有欧元应收账款。以下哪一项是 PMG 管理欧元风险暴露最合适的？

Product Manufacturing Group (PMG) is UK based and has just started sourcing materials from Europe and has to pay its supplier in Euros. This is PMG's first exposure to Euro denominated payments. It does however sell its products into European markets and has Euro receivables. Which of the following will be the most appropriate for PMG to manage its Euro currency risk exposure?

- a. 期货合同 (Forward contract)
- b. 掉换 (Swap)
- c. 外币帐户 (Currency account)
- d. 选择 (Option)

**Q4. 萨班斯-奥克斯利法案的主要内容是: (The Sarbanes-Oxley regulations are mostly focused on: )**

1. 投资者保护 (Investor protection)
  2. 产品质量 (Product quality)
  3. 明确的商业广告 (Clear commercial advertising)
  4. 企业财务信息披露 (Corporate financial disclosure)
- a. 只有 2 和 3 (2 and 3 only)
- b. 只有 1 和 2 (1 and 2 only)
- c. 只有 3 和 4 (3 and 4 only)
- d. 只有 1 和 4 (1 and 4 only)

**Q5. 以下哪项是与公司品牌直接相关的潜在风险?**

Which of the following are potential risks that are directly associated with a company's brand?

1. 市场营销 (Marketing)
  2. 声誉 (Reputation)
  3. 定位 (Positioning)
  4. 支持 (Support)
- a. 只有 1 和 2 (1 and 2 only)
- b. 只有 2 和 3 (2 and 3 only)
- c. 只有 3 和 4 (3 and 4 only)
- d. 只有 1 和 4 (1 and 4 only)

**Q6. 如果在供应链工作的员工怀疑供应链中的不道德行为, 通常会鼓励他们之间告密吗?**

Is it usual to encourage whistle-blowing amongst employees working in the supply chain if they suspect unethical behaviour in the supply chain?

- a. 是的, 因为这些员工更有可能意识到这些不当行为  
Yes, because these staff are more likely to be aware of such malpractices
- b. 是的, 因为他们总是知道是否有不道德的行为  
Yes, because they will always know if there is unethical behaviour
- c. 不, 因为通常没有方法使他们秘密地这样做  
No, because there is usually no means of them doing so confidentially
- d. 不, 因为在许多国家这是非法的, 因为这是机密信息  
No, because in many countries this will be illegal as it is confidential information

**Q7.** 采购经理负责一份高风险和中等价值的合同，该采购组织对本合同的供应商高度依赖。采购经理已指示该供应商提交灾难恢复计划。这样做合适吗？

A procurement manager is responsible for a high-risk and medium-value contract for which the procurement organisation is critically dependent on the supplier. The procurement manager has instructed the supplier to submit a disaster recovery plan. Is this action appropriate?

- a. 是的——灾难恢复计划应该是所有合同中所有供应商的标准要求

Yes - disaster recovery plans should be a standard requirement for all suppliers on all contracts

- b. 不——采购经理负责制定灾难恢复计划

No - the procurement manager is responsible for creating the disaster recovery plan

- c. 不——灾难恢复计划仅适用于高风险和高价值的合同

No - disaster recovery planning is only required on high-risk and high-value contracts

- d. 是的——该计划将显示供应商将如何在灾难情况下继续运营和提供服务

Yes - the plan will show how the supplier will continue to operate and deliver the service in a disaster situation

**Q8.** 公认的为减轻风险的风险管理战略包括以下哪一项？（选择适用的两项）

Recognised risk management strategies to mitigate risks include which of the following? Select TWO that apply.

- a. 处理（Treat）

- b. 信任（Trust）

- c. 转化（Translate）

- d. 测试（Test）

- e. 转移（Transfer）

**Q9.** 软件开发公司(SDI)开发和销售一系列商业应用程序和产品。它有自己的产品开发资源，但在公司没有的专业技能方面也使用外部承包商。SDI 即将开始与一个名为 **XNX Developers (XNX)** 的小型组织合作，进行一项高度机密的新开发，目前称为项目 Y。SDI 和 XNX 过去曾成功地合作过。最终，当开发完成后，SDI 将向 XNX 支付一次性费用，获得 Y 项目的独家和全部所有权。XNX 对这种安排很满意，因为为了支持其自身产品系列的开发，它需要注入资金，但却得不到银行融资。SDI 和 XNX 还就 XNX 接受 SDI 就其所承担的开发工作对 Y 项目未来可能承担的责任作出赔偿达成协议。

根据所提供的资料，以下哪一项条款将是 SDI 在合同中优先考虑的，以满足其具体需要？

Software Development Inc (SDI) develops and markets a range of business applications and products. It has its own product development resource but also uses external contractors where expertise is not available in house. SDI is just about to start working with a small organisation called XNX Developers (XNX) on a highly secret new development currently known as Project Y. SDI and XNX have worked together successfully in the past. Ultimately, when the development is completed, SDI will pay XNX a one-off fee for exclusive and full ownership of Project Y. XNX is happy with this arrangement as it needs an injection of funds to support the development of its own product range and bank finance is not available. SDI and XNX have also reached agreement on XNX's acceptance to compensate SDI for potential future liability on Project Y in respect of the development work it has undertaken.

Based on the information provided, which of the following clauses will be a priority for SDI to include in the contract to address its specific needs?

1. 知识产权 (Intellectual property rights)
  2. 不可抗力 (Force majeure)
  3. 司法管辖范围 (Jurisdiction)
  4. 损害赔偿 (Indemnity)
- a. 只有 1 和 2 (1 and 2 only)
  - b. 只有 2 和 3 (2 and 3 only)
  - c. 只有 3 和 4 (3 and 4 only)
  - d. 只有 1 和 4 (1 and 4 only)

**Q10. 制药集团化学品(PGC)正在对其关键合同进行审查, 其中包括对其一些最重要产品的供应商和供应链风险进行详细的风险评估。PGC 的采购总监急于确保对 PGC 外部环境的变化进行密切监视, 并根据变化所产生的任何风险采取相应的行动。关于 PGC 前五名产品的调查结果如下:**

产品 1 - 最显著的风险暴露是汇率波动。建议使用货币期权。

产品 2 - 使用该产品的国家人口年龄分布不断变化, 这可能会影响需求。然而, 这不是一个重大的风险, 所以建议在这个阶段什么都不做。

产品 3 - 我们已经了解到以前的虐待供应链内的工人。尽管我们尽了最大的努力, 但这似乎还没有得到解决, 该供应商已被告知合同将终止, 并使用了应急供应商, 这家供应商过去有完美的行为记录。

产品 4 - 地方政府干预一直是该合同的一个问题。第三方担保将被用来帮助管理风险。

对于每种产品, 您都需要将外部因素与所采取的风险行动进行匹配。

从这些选项中选择, 并将您的答案拖放到下面的表格中。[8]

每个选项只能使用一次。

外部因素	风险管理
人口统计的	终止
经济的	忍受
道德的	转移
政治的	处理

产品	外部因素	风险管理
1		
2		
3		
4		

[答案]

产品	外部因素	风险管理
1	经济的	处理
2	人口统计的	忍受
3	道德的	终止
4	政治的	转移

Pharma Group Chemicals (PGC) is conducting a review of its key contracts, part of which involves a detailed risk assessment of supplier and supply chain risks in respect of a number of its most important products. PGC's CPO is anxious to ensure that changes in PGC's external environment are closely monitored and any risks arising for changes are acted on accordingly. The findings in respect of PGC's top five products are:

Product 1 – Most significant exposure is to exchange rate fluctuations. Recommended that currency options are used.

Product 2 – The countries where the product is used have changing population age profiles which could impact on demand. However, this is not a significant risk so the recommendation is to do nothing at this stage.

Product 3 – We have been aware of previous mistreatment of workers within the supply chain. Despite our best efforts this does not seem to have been resolved, the supplier has been informed that the contract will be ended and the contingency supplier used given their track record of impeccable conduct.

Product 4 – Local government interference has been a problem on this contract. Third party guarantees are to be taken to help manage the risk.

For each of the products, you are required to match the external factors with the risk action taken.

Choose from these options and drag and drop your answers into the table below. [8]

**You can only use each option once.**

External Factor	Risk Management
Demographic	Terminate
Economic	Tolerate
Ethical	Transfer
Political	Treat

Product	External Factor	Risk Management
1		
2		
3		
4		

[KEY]

Product	External Factor	Risk Management
1	Economic	Treat
2	Demographic	Tolerate
3	Ethical	Terminate
4	Political	Transfer