

## **CIPS 6 级 供应链管理专业文凭**

CIPS Level 6 – Professional Diploma in Supply Chain Management

### **《采购与供应中的创新》**

Module 8 –Innovation in Procurement and Supply

### **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. 采购和供应专业人员必须确保其组织的供应链充分尊重生物多样性的需要和重要性。未来几代人依赖于此。以下哪一项是供应链中可能对这一目标产生不利影响的行为的一个例子?**

The procurement and supply professional must ensure that their organisation's supply chains are sufficiently respectful of the need for and importance of biodiversity. Future generations are dependent on this. Which of the following is an example of behaviour in the supply chain that might adversely impact this goal?

- a. 森林砍伐 (Deforestation)
- b. 水效率 (Water efficiency)
- c. 多式联运物流 (Multimodal logistics)
- d. 奴役 (Slavery)

**Q2. 买方如何从供应市场鼓励更多的创新投标?**

How might the buyer encourage more innovative bids from the supply market?

- 1. 使用以输出为重点的规格 (Use output focused specifications)
  - 2. 应用国际标准 (Apply international standards)
  - 3. 更频繁地允许不同出价 (Allow variant bids more often)
  - 4. 重点关注当地供应市场 (Focus on the local supply market)
- a. 1 和 2 (1 and 2)
  - b. 1 和 3 (1 and 3)
  - c. 2 和 4 (2 and 4)
  - d. 3 和 4 (3 and 4)

**Q3. 某汽车集团(AG)正面临着减少对外部融资依赖的压力。CPO建议引入JIT。这有可能帮助AG实现其目标吗?**

Automotive Group (AG) is under pressure to reduce its reliance on external finance. The CPO has suggested introducing JIT. Is this likely to help AG achieve its goal?

- a. 不, JIT 更注重降低成本 (No, JIT is more focused on cost reduction)
- b. 不, JIT 对融资需求没有影响 (No, JIT will have no impact on financing requirements)
- c. 是的, JIT 会降低营运资金要求 (Yes, JIT will reduce working capital requirements)
- d. 是的, JIT 将减少 AG 对长期债务的需求 (Yes, JIT will reduce AG's need for long-term debt)

**Q4. 税收和收入局(T&R)是一个大型的公共部门机构。它是一个中央政府部门，负责管理和征收国家的税收。它拥有大量的房地产，因此其采购团队有大量的合同需要管理。**

作为一名合同经理，下列哪一项是在合同期内激励供应商创新的有用工具？

Taxation and Revenues (T&R) is a large public sector body. It is a central government department and is responsible for the management and collection of the country's taxes. It has a large property estate and as a result its procurement team has a significant portfolio of contracts to manage.

As a contract manager, which of the following would be useful tools to incentivise supplier innovation over the duration of the contract?

1. 收益分享安排 (Gainshare arrangement)
  2. 违约金 (Liquidated damages)
  3. 服务信用 (Service credits)
  4. 奖金 (Bonus payments)
- a. 1 和 2 (1 and 2)
  - b. 2 和 3 (2 and 3)
  - c. 3 和 4 (3 and 4)
  - d. 1 和 4 (1 and 4)

**Q5. 人工智能(AI)有下列哪一种（或几种）用途？选择所有适用的项。**

Artificial Intelligence (AI) has which of the following uses? Select ALL that apply

- a. 视觉感知 (Visual perception)
- b. 体积预测 (Volume forecasting)
- c. 语音识别 (Speech recognition)
- d. 体验式学习 (Experiential learning)
- e. 语言翻译 (Language translation)
- f. 舞弊的发现和预防 (Fraud detection and prevention)
- g. 建立组织文化 (Building organisational culture)

**Q6.** 某大型机构采用了品类管理方法。每个品类负责人目前正在进行详细审查。每一品类的目标和优先领域载列如下：

**品类1：** 目标是与供应链合作伙伴建立长期互惠的关系。优先考虑的是激励措施，以推动业绩超过商定的条款。

**品类2：** 目标是在制定规格和作出其他采购相关决定之前，从市场获得意见。优先事项是确定应列入短名单的投标人，以便进行更详细的评估。

**品类3：** 目标是形成一个内部利益相关者的跨职能小组，以产生想法。首要任务是确保所有最终投标的供应商都符合本采购组织在财务和技术能力方面的最低标准。

**品类4：** 目标是利用少数选定供应商的输入。首要任务是协助开发流程，使采购机构在市场上产生足够的兴趣，以确保有足够的竞争者来争取合同。

**品类5：** 目标是提高客户的输入。首要任务是确定能够使本采购组织在竞争过程中选择最佳供应商的因素。

对于每一个品类，你都需要推荐一个合适的策略来实现品类经理的目标，并建议优先关注的领域应该是什么。

从下列这些选项中选择，并将答案拖放到下面的表格中。

某些选项你将需要使用多次。

策略	优先关注的领域
协作	合同授予
早期供应商参与	招投标
焦点小组	合同管理
创新委员会	选择
供应商论坛	

品类团队	策略	优先关注的领域
1		
2		
3		
4		
5		

A major organisation adopts a category management approach. Each category head is currently undertaking a detailed review. The aim and priority area, for each category, are set out below:

Category 1 – the aim is to build long-term and mutually beneficial relationships with supply chain partners. The priority is to focus on incentives to drive performance over the agreed term.

Category 2 – the aim is to obtain views from the market prior to developing the specification and making other procurement related decisions. The priority is to identify bidders which should be shortlisted for more detailed evaluation.

Category 3 – the aim is to form a small cross-functional group of internal stakeholders to generate ideas. The priority is to ensure that all final bids are from suppliers that meet the procurement organisation's minimum standards for financial and technical competence.

Category 4 – the aim is to leverage input from a small number of selected vendors. The priority is to help develop the process under which the procurement organisation will have sufficient interest from the market to ensure there is adequate competition for contracts.

Category 5 – the aim is to increase customer input. The priority is to identify factors that will enable the procurement organisation to choose the best supplier within a competitive process.

You are required, for each category, to recommend an appropriate tactic to achieve the category manager's aim and suggest what the priority area of focus should be.

Choose from these options and drag and drop your answers into the table below. [10]

**You will need to use some options more than once**

Tactic	Priority area
Collaboration	Award
Early supplier involvement	Bidding
Focus group	Contract management
Innovation council	Selection
Supplier forum	

Team	Tactic	Priority area
1		
2		
3		
4		
5		

**答案:**

品类团队	策略	优先关注的领域
1	协作	合同管理
2	早期供应商参与	选择
3	创新委员会	选择
4	供应商论坛	招投标
5	焦点小组	合同授予

**Q7.** PPG电力生产集团是一家能源公司。众所周知，PPG的许多供应商在可持续性方面远比PPG先进。采购总监（CPO）渴望利用这些来自市场的知识和专业知识，并知道PPG需要采用不同的方法来开发规格。CPO已经在这方面推荐了一种新的方法，以确保供应商创新最大化。CPO还希望PPG采用一种不同的方式与排名前5%的供应商合作。PPG承认，它需要与这些供应商在一个真正双赢的基础上运作。这些供应商都同意签署一种新的绩效管理方法，在这种方法下，对财务、创新、可持续性和风险管理等一些重要因素给予同等关注。在可持续发展措施中，CPO热衷于确保整个供应链和PPG内部对整个端到端过程的关注，声明“我们需要确保从原材料到最终使用的每个阶段的最高标准的可持续实践”。CPO也热衷于提高PPG的效率，为此希望降低与公司的低价值/低风险支出相关的交易处理成本，这部分按数量计算约为50%。规格是明确的，对于这些合同有几个供应商。

Power Production Group (PPG) is an energy company. It is accepted that many of PPG's suppliers are far more advanced than PPG in terms of sustainability. The CPO is keen to leverage this knowledge and expertise from the market and knows PPG will need to adopt a different approach to specification development. The CPO has already recommended a new approach in this respect to ensure supplier innovation is maximised. The CPO also wants PPG to adopt a different way of working with its top 5% of suppliers. PPG accepts that it needs to operate on a truly win/win basis with these suppliers. These suppliers have all agreed to sign up to a new method of performance management under which there is an equal focus on a number of important elements – financial, innovation, sustainability and risk management. Within the sustainability measure the CPO is keen on ensuring there is focus throughout the supply chain and within PPG on the entire end-to-end process, stating that 'we need to ensure the highest standards of sustainable practice at every stage from raw materials to end of use'. The CPO is also keen on improving efficiencies at PPG and to this end wants lower transaction processing costs relating to the company's low value/low risk spend, which is around 50% by volume. The specifications are clear and there are several suppliers for these contracts.

**i) 这位 CPO 推荐的规格编写方法可能会关注以下哪一项？**

The CPOs recommended approach to specification writing is likely to focus on which of the following?

- a. 输入规格（Input specifications）
- b. 一致性规格（Conformance specifications）
- c. 输出规格（Output specifications）**
- d. 技术规格（Technical specifications）

ii) 以下哪一项描述了与 PPG 顶级供应商合作的新方式?

Which of the following describes the new way of working with PPG's top suppliers?

- a. 协作 (Collaboration)
- b. 外包 (Outsourcing)
- c. 网络 (Networking)
- d. 合资企业 (Joint venture)

iii) 该机构的绩效管理方法基于下列哪一项?

The performance management approach is based on which of the following?

- a. 关键绩效指标 (Key performance indicators)
- b. 目标优先排序 (Target prioritisation)
- c. 关系管理 (Relationship management)
- d. 平衡计分卡 (Balanced scorecard)

iv) 该 CPO 所引用的声明是指以下哪一项?

The quote from the CPO is referring to which of the following?

- a. 供应链分析 (Supply chain analysis)
- b. 生命周期分析 (Life cycle analysis)
- c. 市场分析 (Market analysis)
- d. 利益相关者分析 (Stakeholder analysis)

v) 关于 PPG 50%的支出项目, 以下哪一项可能是一个解决方案?

Which of the following would be a solution in respect of the 50% of PPG's spend items?

- a. 多源寻源 (Multi-sourcing)
- b. 电子招标 (E-tendering)
- c. 电子拍卖 (E-auction)
- d. 合作伙伴寻源 (Partnership sourcing)