

## **CIPS 4 级 采购与供应文凭**

CIPS Level 4 – Diploma in Procurement and Supply

### **《采购环境》**

Module 1 – Scope and Influence of Procurement and Supply

### **考试样题**

SAMPLE EXAM QUESTIONS

构建型响应题

CONSTRUCTED RESPONSE QUESTIONS

## Q1 INFONT 物流国际有限公司

INFONT 是一家声誉良好的物流公司，总部位于其价值数百万美元的配送中心，距该国主要海港仅 10 英里。该港口处理其客户的所有批量进口和出口业务。INFONT 还在该国拥有两个仓库，并与该地区其他 5 个国家各签订了一家代理。INFONT 为客户提供的服务包括仓储、包装和成品或生产材料的运输。公司拥有并经营运输车辆、叉车及其他物料搬运设备（MHE）。INFONT 将 10% 的仓库空间用于车辆的保养、维修和操作（MRO），例如车辆的机油和轮胎；托盘和塑料板，用于重新包装分开交付给客户；等等。为维持对客户的高水平服务，营运开支预算的一大部分拨作员工及顾问开支。此外，大量资本支出也用于各种储存和搬运设备、车辆和 IT 基础设施。根据合同规定，INFONT 的代理商必须为他们的 MRO 要求保持相同的空间水平。

一些知名的零售商和制造商是忠实的客户，为了自己在市场上的成功竞争，他们依靠 INFONT 的高质量的物流服务。因此，INFONT 的业务是稳定和增长的，如下面的摘自其财务与预算的数据所示：

财务报表及预算摘录：Infont 物流国际有限公司

	年 1 \$000	年 2 \$000	下一年 (计划) \$000
营业额	33400	32800	30000
毛利润	9350	9840	9000
营运支出	4010	4920	6500
资本支出	1110	2060	9850

然而，由于担心代理商服务水平不断下降，INFONT 已决定明年不再与邻国的代理商续签合同。相反，它将在该邻国购买并直接运营自己的仓库。这是一项重大决策，需要对 INFONT 的预算进行复杂的分析，其中包括在购置和经营新的仓库设施时要考虑的许多类别的开支。

用 INFONT 情景中的例子描述资本采购的五个显著特征。

(25 分)

## Q1 INFONT Logistics International Ltd

INFONT is a reputable logistics company with headquarters at its multimillion dollar Distribution Centre located just ten miles from the country's main sea port. The port handles all bulk imports and exports of its clients. INFONT also owns two warehouses within the country and has contracted an agent in each of the other five countries in the region. The services INFONT provides to its clients include warehousing, packaging and transportation of their finished products or production materials. It owns and operates transport vehicles, fork lift trucks and other material handling equipment (MHE). INFONT uses 10% of its warehouse space for its maintenance, repair and operational (MRO) requirements such as oils and tyres for the vehicles; pallets and plastic sheets for repacking split deliveries to clients; etc. In order to maintain the high level of service to its clients, a substantial part of the operating expenditure budget is allocated to staff

and consultancy expenses. In addition significant capital expenditure is also spent on a range of storage and handling equipment, vehicles and IT infrastructure. INFONT's agents are contractually required to maintain the same level of space for their MRO requirements.

Some well-known retailers and manufacturers are loyal clients and they rely on INFONT's high quality logistics services for their own successful competition in the market. INFONT's business is therefore stable and growing as exemplified in the data below extracted from its accounts and budgets:

Extracts from the Financial Statements and Budgets: Infont Logistics International Ltd

	Year 1 \$000	Year 2 \$000	Next Year (Plan) \$000
Turnover	33400	32800	30000
Gross Profit	9350	9840	9000
Operating Expenditure	4010	4920	6500
Capital Expenditure	1110	2060	9850

However, due to concerns over deteriorating agency service levels, INFONT has decided that next year it will not renew the contract with its agent in the neighbouring country. Instead it will purchase and directly operate its own warehouse in that country. This is a major decision that will require a complex analysis of INFONT's budget which involves many categories of spend to be considered in acquiring and operating the new warehousing facility.

Describe FIVE distinctive features of capital procurements, using examples from INFONT scenario.

**[25 marks]**

## Q2

(a) 指出寻源过程（也称为采购或采购周期）的主要阶段。

Identify the main stages of a sourcing process (also known as the purchasing or procurement cycle).

**(9 分) [9 marks]**

(b) 说明在寻源过程中使用电子系统的四个好处。

Describe FOUR benefits of using electronic systems in the sourcing process.

**(16 分) [16 marks]**

Q3 解释为什么在采购职能中维护有效的治理标准很重要的五个原因。

Explain FIVE reasons why it is important to maintain effective governance standards within the procurement function.

**(25 分) [25 marks]**

#### Q4 Milkshake Press 牌

Milkshake Press 的执行董事会制定了新的三年业务战略，目标是“通过提高所有业务领域的效力和效率，提高盈利能力”。为了帮助实现这一点，任命了一位新的采购主管 Martina Schweer，以确保采购活动符合新的战略。Martina 安排了一次与采购团队的会议，开始讨论该战略，但令人惊讶的是，该团队此前除了与供应商谈判最低价格外，从未考虑过整体盈利能力。

Milkshake Press 是在英国和中国的咖啡馆和零售店销售的奶昔混合饮料品牌。Milkshake Press 在中国和英国设有办事处，直接雇佣了 250 名员工，拥有 8 人的采购团队，其中 3 人常驻中国。

作为该战略的一部分，Milkshake Press 制定了一个以创新为核心的商业计划。最受欢迎的口味是巧克力、香蕉和草莓，通过引入柠檬和樱桃等新口味，该品牌成功地将市场份额提高了 5%。他们还成功地进行了品牌重塑，在中国的市场份额增加了 15%。

讨论 Milkshake Press 盈利目标可能对其采购活动产生影响的五种方式。

(25 分)

#### Milkshake Press

The executive board at Milkshake Press set its new three year business strategy to “increase profitability by improving effectiveness and efficiency across all business areas”. To help achieve this, a new head of procurement, Martina Schweer, was appointed to ensure that procurement activities were aligned to the new strategy. Martina arranged a meeting with the procurement team to start discussions about the strategy, but was surprised to learn that the team had not previously considered overall profitability beyond negotiating the lowest price with suppliers.

Milkshake Press is a brand of milkshake mix sold in cafes and retail outlets in the United Kingdom and China. With offices in China and the UK, Milkshake Press directly employs 250 staff and has a procurement team of eight, three of whom are based in China.

As part of the strategy Milkshake Press have developed a business plan which focussed on innovation. The most popular flavours were chocolate, banana, and strawberry and the brand has successfully increased its market share by 5%, by introducing new flavours like lime and cherry. They also undertook a successful re-branding exercise which increased their market share in China by 15%.

Discuss FIVE ways in which the objective of profitability at Milkshake Press, might impact on its procurement activities.

[25 marks]