

# 采购与供应文凭

## Diploma in Procurement and Supply

供应源搜寻

**Sourcing in Procurement and Supply**

■ 四级 L4-D3 ■  
■ LEVEL 4 L4-D3 ■

■ 日期: 2014年05月21日, 星期三 ■  
■ DATE: Wednesday 21 May 2014 ■

■ 时间: 下午 14:00 – 17:00 ■  
■ TIME: 14:00 PM – 17:00 PM ■

■ 时长: 三小时 ■  
■ DURATION: 3 hours ■

考生注意事项:

**Instructions for Candidates:**

本试卷由五道必答题组成, 每题 20 分, 共 100 分。

**This examination has FIVE compulsory questions worth 25 marks each.**

1. 在未得到监考官允许之前, 请勿翻阅试卷。

**Do not open this question paper until instructed by the invigilator.**

2. 请将答案填写在答题纸上。

**All answers must be written in the answer booklet provided.**

3. 请将草稿也写在答题纸背面, 交卷前请将草稿部分作一删除记号。

**All rough work and notes should also be written in the answer booklet.**

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请在回答问题之前花费 20 分钟来仔细阅读分析案例信息。

**You are advised to allow 20 minutes to read carefully and analyse the information in the case study before attempting to answer the questions .**

## 案例研究——麦格纳赛车公司的供应源搜寻

弗兰克是麦格纳赛车公司（以下简称麦格纳公司）的采购领导。麦格纳公司生产高性能的赛车并参加赛车比赛。公司的采购职能负责搜寻和供应所需的由外部生产的零件和提供的服务，确保公司能够参加世界各地的赛车比赛。这些采购包括贴牌的汽车零件或由麦格纳公司设计的汽车零件，同时还包括那些使得公司实现运作效率最大化的易耗品。供应源搜寻要权衡成本、前置期和质量。满足公司内部客户的交付要求是采购的关键目标，同时也要确保所采购零件的最佳资金价值。

麦格纳公司供应源搜寻所面临的挑战之一是运作的即时性。在赛车比赛的赛季中，汽车从一站比赛结束到下一站比赛开始之前要进行改进，这意味着从设计下达到收到成品零件的平均前置期不到一周的时间。零件一旦被安装并使用之后就会被淘汰，由新改进的零件进行替换。在非赛季时期存在着其它各种问题。在三个月之内会发出大约 12,000 件新的零件设计，这些零件要依照严格控制的计划按时供应，从而确保及时组装汽车参加新的赛季。弗兰克的任务是针对所有的采购建立一个高效的供应源搜寻流程。

麦格纳公司在工程技术领域保持着领先的地位。零件设计由公司的设计团队进行汇总，并在有需求的时候期望采购职能提供支持。零件规格非常精密、公差设计十分严格。供应商倾向于融入设计团队，供应商的选择是基于设计团队领导的个人偏好。弗兰克希望采购职能更多的参与到设计流程，他还基于清晰的供应商选择标准制定了供应源搜寻计划。为了与设计团队之间形成良好的可信度，弗兰克最近开发了一个供应商能力数据库，供大部分的设计工程师使用，这在识别专业供应商时可以节省大量时间和精力。

供应基础是多变的，一些所谓的供应商就是单独的一个人，而有些供应商是大型的跨国公司，他们更多的是与主要的汽车制造商交易。近期的实际情况是，技术能力较弱的供应商在现金流方面遇到了问题，从而影响其交付绩效。现在还没有建立起恰当的系统来判断供应商的财务稳定性。

近期麦格纳公司内部一直在讨论削减供应成本的问题，弗兰克因此承担的一项任务，即调查实现成本削减的方法。国际化供应源搜寻是议题之一。现在许多的采购是在本地进行，但是麦格纳公司使用的许多标准零件可以从其它低成本国家获得。另一个调查领域是与其他的赛车车队在非竞争性的支出领域进行合作，例如差旅、货物运输和招待支出等方面。弗兰克在以前的工作中曾接触过了电子采购系统，他想要在麦格纳公司也实施这个系统。

## CASE STUDY – SOURCING AT MAGNA RACING

Franck is the head of procurement at Magna Racing, a company that builds and races high-performance cars. The procurement function is responsible for the sourcing and supply of all externally manufactured components and services required by the company to enable it to compete in motor racing events all over the world. These purchases include car components that are branded items or Magna-designed, as well as those consumable items necessary to allow the in-house manufacturing division to operate at maximum efficiency. Sourcing is a trade-off between cost, lead time, and quality. Meeting the delivery expectations of in-house customers is a key aim of procurement, as well as ensuring best value-for-money for the components that are sourced.

One factor that makes sourcing for Magna challenging is the immediacy of the operations. During the motor racing season, cars are re-developed from one race to the next. This means that the average lead time from the release of a design to receipt of the finished components is less than a week. No sooner are the components fitted and run, than they become obsolete and are replaced with a newer improved version. Outside the racing season there are different issues. Approximately 12,000 new drawings are released over a period of three months and all these have to come together to a tightly controlled plan so that a new car can be assembled in time for the start of the racing season. Franck has been tasked with developing a robust

sourcing process to cover all purchases.

Magna is an engineering-led organisation where designs are put together by the design teams and procurement is expected to action them as needed. Components are specified in great detail and with tight design tolerances. Suppliers tend to be embedded in the design teams and supplier selection is based on the personal preferences of the design team leaders. Franck would like procurement to be more involved in the design process and to set up sourcing plans based on clear supplier selection criteria. In order to establish credibility with the design teams, Franck recently developed a supplier capability database which is now used by most engineers and which saves both time and effort when identifying specialist suppliers.

The supply base is varied. Some suppliers are one-person operations, while others are large, multinational engineering companies more used to dealing with the major automotive manufacturers. There have recently been instances of technically-capable smaller suppliers encountering cashflow problems which affected their delivery performance. There is no system in place at the moment to establish the financial stability of suppliers.

There has been a lot of discussion in Magna recently about the need to reduce supply costs. Franck has therefore been tasked with investigating ways of achieving this. International sourcing is one item on the agenda. Most sourcing is currently undertaken locally, but many of the standard components used by Magna are now available in low-cost countries. Another area of investigation is that of collaborating with other motor racing companies on non-competitive areas of spend, such as travel, freight and hospitality. Finally, in Franck's previous job he had access to e-sourcing systems and wants to implement these systems within Magna as well.

## 问题 QUESTIONS

以下所有问题都与案例有关，应当根据案例提供的信息回答问题。建议你每题用 32 分钟作答。

**These questions relate to the case study and should be answered in the context of the information provided. You are advised to spend 32 minutes on each question.**

1. 描述在开发供应商基础时，麦格纳赛车公司的采购职能可以使用的五个选择标准。（20 分）

Describe **FIVE** selection criteria that Magna Racing's procurement function might use when developing its supplier base.

2. 案例中提到弗兰克想要建立一个供应源搜寻计划。解释麦格纳赛车公司采用的供应源搜寻计划所包含的主要内容。（20 分）

The case study states that Franck would like to set up sourcing plans.

Explain the main content of a sourcing plan that Magna Racing might adopt.

3.

a) 解释为什么麦格纳赛车公司应当评估供应商的财务状况；（10 分）

Explain why Magna Racing should appraise the financial position of its suppliers.

b) 解释麦格纳赛车公司可以用来确定供应商资产流动性的两个财务比率。（10 分）

Explain any **TWO** financial ratios that Magna Racing might use to determine a supplier's liquidity.

4.

a) 概述弗兰克为麦格纳赛车公司引入的电子采购系统的四个组成部分；（8 分）

Outline **FOUR** component parts of an e-sourcing system that Franck might introduce into Magna Racing.

b) 解释麦格纳赛车公司的采购职能从引入的电子采购系统中所获得的三种收益。(12分)  
Explain **THREE** benefits that Magna Racing's procurement function might gain from introducing e-sourcing systems.

5. 从麦格纳赛车公司的角度，解释在国际供应源搜寻中需要考虑的四个有关法律、条例或组织方面的要求。(20分)

From Magna Racing's perspective explain **FOUR** legislative, regulatory or organisational requirements that it should consider when sourcing internationally.

试卷结束  
**END OF QUESTION PAPER**