

**CIPS Level 5 – Advanced Diploma in
Procurement and Supply**

Module 1 – Managing Teams and Individuals

SAMPLE EXAM QUESTIONS

CONSTRUCTED RESPONSE QUESTIONS

Q1 Alarmset

Maria is the newly appointed procurement manager for Alarmset, a company that develops, manufactures and installs alarm systems.

Initially Maria's experienced conflict with her team, but worked quickly to resolve these issues. The working relationships improved with the team demonstrating their commitment by creating new ideas in both process improvement and product development. Maria recognised the importance of maintaining a cohesive team. She took the opportunity of involving all team members in decision-making and set up a weekly group lunch that provided an opportunity for all team members to meet informally. The lunchtime sessions provided Maria with the opportunity to update the team members on key developments in the organisation, as well as new policies and strategies, and relationships with key stakeholders. The team were able to talk about issues of concern and to get to know each other better. Every few months, she runs an offsite 'away-day' for the group where each team member prepares an update on a relevant procurement topic and presents it to the group.

Maria noticed that one of her team, Faizel, had started to arrive late to work and the quality of his work has deteriorated. He appeared to be communicating less with other team members. Maria decided to talk with him, and Faizel admitted that he had lost interest in his work. Faizel wanted a role where he is able to use and develop his financial skills, but wasn't able to in his current role as an assistant to one of the senior buyers. Faizel also believes that Fran does not delegate enough responsibility to him. Maria promises to look into the matter.

Alarmset has recently announced plans to expand into the growing market for assistive technology to help elderly and disabled people live independently. New procurement staff may be required, but Maria also wants to take the opportunity of enhancing the skills within her current team. Maria has set up an appointment with the human resources manager to discuss an appropriate course of action.

Question

Explain the 'Human Relations' approach to management using examples from the scenario to support your answer.

[20 marks]

LO: 1

AC: 1.3

Q2

Question: Assess the main factors that are likely to influence job satisfaction within a procurement team. Use appropriate theory to support your answer.

[20 marks]

LO: 2
AC: 2.4

Q3

Question: Using appropriate theory, explain the stages of team development and provide the key features of each stage, supported by relevant examples

[20 marks]

LO: 3
AC: 3.4

SAMPLE QUESTIONS

Q4 SPS Software

To improve procurement, SPS Software decided to set up a new procurement function. Karen Barker is the newly appointed procurement manager. She is responsible for pursuing savings across the whole business, focusing on key areas of expenditure; Karen has limited management experience and has not been responsible for managing and directing staff, but is keen to learn. One issue that she knows she must address is to motivate the new team. She has been given a team of one senior buyer and two assistant buyers to help her. They all previously worked in procurement though not within a software environment and none have any technical or product knowledge for this environment, but were keen to move to SPS Software in order to progress their careers. The two assistant buyers will require specific development regarding the financial aspects of their new role due to the significant areas of expenditure they will be responsible for.

Resources will be required both in terms of time and money to undertake a structured training programme for all of the new staff. It is also understood by the company, that a range of delivery methods for the training should be used to accommodate the different learning styles of the participants.

Mia Almond	Senior Buyer	Responsible for large expenditure such as business critical software with \$750,000 annual spend and web site hosts and developers \$500,000 annual spend
Christine Lowiski	Assistant Buyer	To specialise in communication contracts such as telecoms and on-line conference facility \$360,000 total annual spend
Marcus Pollon	Assistant Buyer	Works on smaller project procurements for development of new products. Average annual spend \$300,000

Karen recognises that training of the new procurement team will be required, and this will require the preparation of a training and development plan.

Examine the factors that Karen should consider when preparing such a training and development plan.

[20 marks]

LO: 4

AC: 4.4

Q5

Question: Explain how equality and diversity issues can be managed to improve the effectiveness of the organisation.

[20 marks]

LO: 5

AC: 5.4