CIPS Level 3 – Advanced Certificate in Procurement and Supply Operations
Module 4 - Team Dynamics and Change

SAMPLE EXAM QUESTIONS

OBJECTIVE RESPONSE QUESTIONS AND ANSWERS

The correct answer will be identified as [key]
Q1. A key contributor to organisational success is an individual’s ...
   a. self-awareness [key]
   b. age
   c. contacts
   d. value for money

LO: 1
AC: 1.1

Q2. In order to support the organisational strategy, a procurement professional must ...
   a. liaise closely with internal and external stakeholders [key]
   b. avoid creating close working relationships with internal and external stakeholders
   c. do not advise others in the organisation on procurement and supply issues
   d. maintain a healthy distance from the operations function

LO: 1
AC: 1.3

Q3. Drag and drop the correct option into the blank space.
   Team [ ] are the “unconscious, psychological forces that influence the direction of a team’s behaviour and performance”.
   dynamics [key], values, ethics, morals

LO: 2
AC: 2.1
Q4. When leading a team a significant challenge can be ...

a. remembering names
b. identifying barriers to team working [key]
c. getting all team members in the same place
d. sickness

LO: 2
AC: 2.2

Q5. In order to identify triggers for change an organisation might use which analytical approach.

a. JIT
b. PEST [key]
c. TQM
d. MRP

LO: 3
AC: 3.2

Q6. Drag and drop the correct option into the blank space.

A manager may adopt: __________________ to overcome team conflict

- clear communication [key], autocratic leadership, financial penalties, harder working terms

LO: 2
AC: 2.2
Q7. A major risk of continual organisational change is ...

   a. change fatigue [key]
   b. loss of revenue
   c. failure to meet regulatory requirements
   d. missed opportunities to innovate

LO: 3
AC: 3.3

Q8. Environmental turbulence has been identified as one effect of ...

   a. poor personnel management
   b. autocratic management
   c. organisational change programmes [key]
   d. employee empowerment

LO: 3
AC: 3.3

Q9. Evolutionary change is ...

   a. implemented step by step [key]
   b. introduced overnight
   c. always a success
   d. reliant on maintaining current process

LO: 3
AC: 3.1
Q10. Drag and drop the correct option into the blank space.

The main stages of the change cycle are Loss, Doubt, Discomfort, [ ] , Understanding and Integration.
Disbelief, Discovery [key], Dismissal, Disenchantment

LO: 3
AC: 3.3