CIPS Level 3 – Advanced Certificate in Procurement and Supply Operations

Team Dynamics and Change [L3M4]

Sample Exam Questions (Objective Response)

The correct answer will be listed below each question
Q1. A key contributor to organisational success is an individual’s ...

   a. self-awareness
   b. age
   c. contacts
   d. value for money

LO: 1
AC: 1.1
Correct answer: A

Q2. In order to support the organisational strategy, a procurement professional must ...

   a. liaise closely with internal and external stakeholders
   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
Correct answer: A

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, values, ethics, morals

LO: 2
AC: 2.1
Correct answer: dynamics

Q4. When leading a team a significant challenge can be ...

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

LO: 2
AC: 2.2
Correct answer: B
Q5. In order to identify triggers for change an organisation might use which analytical approach.

   a. JIT  
   b. PEST  
   c. TQM  
   d. MRP

LO: 3  
AC: 3.2  
Correct answer: B

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

   A manager may adopt ______ to overcome team conflict

   clear communication, autocratic leadership, financial penalties, harder working terms

LO: 2  
AC: 2.2  
Correct answer: clear communication

Q7. A major risk of continual organisational change is ...

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

LO: 3  
AC: 3.3  
Correct answer: A

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

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

LO: 3  
AC: 3.3  
Correct answer: C
Q9. Evolutionary change is ...

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

LO: 3  
AC: 3.1  
Correct answer: A

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, Dismissal, Disenchantment

LO: 3  
AC: 3.3  
Correct answer: Discovery

Q11. Which type of knowledge is gained first hand, from seeing or experiencing things?

a. Group knowledge
b. Expert knowledge
c. Personal knowledge
d. All knowledge

LO: 1  
AC: 1.1  
Correct answer: C

Q12. Personal [select from drop down] can be formed from loyalty, trust, honesty and respect.

a. Opinions
b. Values
c. Perspectives
d. Views

LO: 1  
AC: 1.1  
Correct answer: B
Q13. Hannah is leading a new procurement team within her organisation. The team are currently at the stage where everyone is voicing their opinions and there is an amount of conflict. What stage of team development is Hannah’s team experiencing?

a. Forming  
b. Storming  
c. Norming  
d. Performing

LO: 2  
AC: 2.1  
Correct answer: B

Q14. A team that involves stakeholders from a variety of departments and some external members is called what?

a. Cross-functional  
b. Multi-level  
c. Added value  
d. Objective based

LO: 2  
AC: 2.1  
Correct answer: A

Q15. What are evolution, adaption and revolution types of?

a. Management programmes  
b. Leadership styles  
c. Organisational change  
d. Resistance management

LO: 3  
AC: 3.1  
Correct answer: C
Q16. Loss, doubt, discovery, understanding and integration form the change cycle

a. Discomfort
b. Disassociation
c. Disregard
d. Displacement

LO: 3
AC: 3.3
Correct answer: A

Q17. Which matrix can be used to manage stakeholders effectively?

a. Herzberg’s
b. Mendelow’s
c. Mintzberg’s
d. Carter’s

LO: 2
AC: 2.1
Correct answer: B

Q18. People, systems, structures and conditions within an organisation are known as possible “xxxxxx” triggers for change.

a. External
b. Internal
c. Macro
d. Incremental

LO: 3
AC: 3.2
Correct answer: B
Q19. Which theorist produced work based around understanding which roles team members will naturally assume?

a. Tuckman  
b. Killman  
c. Belbin  
d. Porter

LO: 2  
AC: 2.2  
Correct answer: C

Q20. Whilst watching the news, Matthew learned that due to a new government taking power and increasing taxes, maintaining the supply of his strategic products from overseas was going to be a challenge. Matthew called his procurement manager to say that due to two external factors he has a problem. Which two external factors may affect Matthew’s supply?

a. Ethical and environmental  
b. Social and technological  
c. Political and Economic  
d. Legal and technological

LO: 3  
AC: 3.2  
Correct answer: C