

**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**

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Q1. An individual can support organisational success by continually gaining new skills and improving their knowledge so they are more effective in their role. This can be best described as which of the following?

- a. Personal values
- b. Self-development
- c. Team empowerment
- d. Value Engineering

LO: 1

AC: 1.1

Correct answer: B

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Q2. A procurement manager is spending time developing relationships with colleagues who work in other departments, such as finance, marketing and sales. This is an example of relationship building with which of the following?

- a. Cross-functional stakeholders
- b. All organisational stakeholders
- c. Key external stakeholders
- d. Interested stakeholder groups

LO: 2

AC: 2.1

Correct answer: A

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Q3. Drag and drop the correct option into the blank space.

Advising internal colleagues on expected  is most likely to help them create more accurate financial budgets

pricing  
deliveries  
trends  
schedules

LO: 1

AC: 1.3

Correct answer: pricing

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Q4. A new team leader in procurement and supply must prioritise achieving which of the following to ensure they are fully effective?

- a. Developing positive relationships with all team members
- b. Establishing their own office so they can work uninterrupted
- c. Ensuring staff training budgets are increased immediately
- d. Introducing themselves to all the organisation's key clients

LO: 2

AC: 2.2

Correct answer: A

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Q5. Which of the following is an example of an external trigger for change?

- a. Reduced budgets
- b. Economic recession
- c. New senior management
- d. Changed procedures

LO: 3

AC: 3.2

Correct answer: B

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

By using  a manager may be able to overcome team conflict.

clear communication  
revolutionary change  
vertical integration  
market forces

LO: 2

AC: 2.2

Correct answer: clear communication

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Q7. The multitude of uncontrollable and often complex external factors that surround organisations and often act as a catalyst to change can be best described as which of the following?

- a. Environmental turbulence
- b. Competitive advantage
- c. Organisational change
- d. Strategic forces

LO: 3

AC: 3.3

Correct answer: A

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Q8. Which of the following is the best example of an employee's 'overt resistance' to change?

- a. Applying the new processes but being unhappy about having to do so
- b. Accepting the new way of working but thinking about changing jobs
- c. Emailing their complaints to others about their dislike of a new policy
- d. Agreeing to new terms but planning a way of keeping to the old routine

LO: 3

AC: 3.3

Correct answer: C

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Q9. Evolutionary change is always ...

- a. implemented gradually
- b. introduced overnight
- c. significant for all staff
- d. better for suppliers

LO: 3

AC: 3.1

Correct answer: A

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Q10. Drag and drop the correct option into the blank space.

At the  stage of the change cycle employees are satisfied that the change is actually for the best and they are completely engaged in the process which is now underway

- discovery
- understanding
- integration
- discomfort

LO: 3

AC: 3.3

Correct answer: integration

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

- a. Group knowledge
- b. Expert knowledge
- c. Personal knowledge
- d. Organisational knowledge

LO: 1

AC: 1.1

Correct answer: C

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Q12. Drag and drop the correct option into the blank space.

Personal  are formed from a person's beliefs and will affect their attitudes, behaviour, actions and decisions.

- needs
- values
- habits
- belongings

LO: 1

AC: 1.1

Correct answer: Values

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Q13. To resolve conflict within their team, initially when gathering the facts about the conflict a team leader should use which of the following?

- a. Direct instruction
- b. Active listening
- c. Coercive power
- d. Disciplinary procedures

LO: 2

AC: 2.2

Correct answer: B

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Q14. Which of the following can be a barrier to team working and often leads to conflict between individual team members?

- a. Personality clash
- b. Documented procedures
- c. Formal planning
- d. Role profiles

LO: 2

AC: 2.1

Correct answer: A

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Q15. In which of the following is the outcome completely unknown and unpredictable?

- a. Closed change
- b. Contained change
- c. Open-ended change
- d. Variation change

LO: 3

AC: 3.1

Correct answer: C

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Q16. The change cycle generally begins with which of the following stages?

- a. Discomfort
- b. Understanding
- c. Doubt
- d. Loss

LO: 3

AC: 3.3

Correct answer: D

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Q17. To serve the needs of different stakeholders efficiently and effectively it is often necessary to first analyse the stakeholders. This analysis should consider which of the following characteristics of each stakeholder?

- a. Attractiveness and importance
- b. Interest and power
- c. Complexity and profit
- d. Value and risk

LO: 1

AC: 1.3

Correct answer: B

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Q18. Drag and drop the correct option into the blank space.

An organisation's people, systems and structures are all  triggers for change.

- external
- internal
- revolutionary
- incremental

LO: 3

AC: 3.2

Correct answer: Internal

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Q19. When advising a new internal customer on the quality of components, the procurement professional should do which of the following first?

- a. Recommend solutions
- b. Understand the requirements
- c. Identify potential suppliers
- d. Obtain competitive quotes

LO: 1

AC: 1.3

Correct answer: B

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Q20. Due to a global pandemic, changes in government policies and increased taxation are creating the need for organisations to adapt their strategies and structures. These changes have been driven directly by which of the following factors?

- a. Technological and social
- b. Political and technological
- c. Social and economic
- d. Economic and political

LO: 3

AC: 3.2

Correct answer: D