

**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

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