

CIPS Level 3 Advanced Certificate in Procurement and Supply - Module 4

1. Peter Scholtes developed a matrix which looks at the relationship between how much a leader is perceived to care, and how competent the leader is perceived to be. This matrix is often called the 'trust matrix'.

Based on Scholte's Trust matrix, which of the following terms would apply to a leader that the team thinks cares a lot, and is also very capable?

A. Trust

B. Distrust

C. Affection

D. Respect

Answer(s): A

2. Giving employees the right to make modest decisions in an independent and self-directing way, on behalf of the organisation. Trusting employees to do the right thing, for example, when faced with a customer complaint.

A. Entitlement

B. Empowerment

C. Endowment

D. Endorsement

Answer(s): B

3. 'Other people are only ever in it for themselves, and never act for honourable or unselfish reasons'.

A. Skepticism

B. Empiricism

C. Cynicism

D. Schism

Answer(s): C

4. Where an organisational internal customer / user deliberately circumvents the procurement function, and buys from an external supplier without following due procedure. This is commonly called:

A. Compliant spend

B. Tail spend

C. Iceman spend

D. Maverick spend

Answer(s): D

5. Management studies and experiments over several decades have found that increased participation of workers in decision-making about changes tends to lead to (choose one):

A. Longer holidays / higher pay / more sunshine

B. Never-ending debates / time-wasting / indecision

C. Overcoming of resistance to change / increased co-operation and productivity

D. Industrial stoppages / strikes / sabotage

Answer(s): C

6. According to CIPS / Profex, which one of the following is not a connected stakeholder? Select one.

A. Shareholders

B. Suppliers

C. Customers

D. Trade unions

Answer(s): D

7. An expediter would be expected to primarily:

A. Undertake purchasing research

B. Deliver in-house procurement training

C. Chase up late or potentially late deliveries

D. Pay invoices

Answer(s): C

8. 'Positivity' is about (choose one):

A. A tendency to develop theories

B. A 'can do' attitude

C. Adopting a particular viewpoint

D. Knowledge of electronics

Answer(s): B

9. 'I have my doubts about that'.

A. 'I'm not so sure'.

B. A realist

C. A fellow traveller

D. A skeptic

E. A cynic

Answer(s): D

10. Thinking of Tannenbaum and Schmidt's work, which of the following terms describes a leader @who is not a dictator, but nonetheless makes the decisions. The team depends heavily on the lead-er, and what the leader says'.

A. Autocratic

B. Dictatorial

C. Laissez-faire

D. Democratic

Answer(s): A

11. According to CIPS, which of the following are not included in the five 'rights' of procurement and supply?

A. Goods

B. Source

C. Manner

Answer(s): A B C

12. Thinking about the STEP / PESTEL / STEEPLE model, into which two categories would taxation most suitably fall?

A. Socio-cultural

B. Political

C. Technological

D. Economic

Answer(s): B D

13. Spot the one which is one of the seven wastes.

A. Refectories

B. Defectives

C. Defects

D. Rejects

Answer(s): C

14. Goals should be either / or (choose two):

A. SMARTIES

B. SMARTA

C. SMART

D. SMARTLY

Answer(s): B C

15. Thinking of the cultural web (Johnson and Scholes), which of the following refers to the idea that past events will be recurrently discussed and kept alive by current employees telling newcomers, reinforcing certain aspects of culture?

A. Rituals

B. Stories

C. Power structures

D. Organisational structures

Answer(s): C

16. 'A person who sees the big picture. Thinks accurately and carefully. May lack energy and the ability to inspire others'.

Which one Belbin's team roles is being described here?

A. Resource-investigator

B. Co-ordinator

C. Plant

D. Monitor / evaluator

Answer(s): D

17. Conscious knowledge of one's own character and feelings a cornerstone of emotional intelligence sometimes described as 'know thyself':

A. Self-selection

B. Self-development

C. Self-awareness

D. Self-interest

Answer(s): C

18. The potential benefits of a cross-functional team are just that potential. None is guaranteed. However, some benefits seem more likely than others.

Which one of the following suggested benefits is least likely to automatically follow from the creation of an effective cross-functional team?

A. Reduced stock levels

B. Motivation

C. Improved communication

D. Sharing knowledge

Answer(s): A

19. Kotter and Schlesinger suggested six approaches to organisational change. One approach is based on the idea that people don't really understand, and by increasing their understanding, commitment could be won. This relatively soft approach to change is called:

A. Participation

B. Education

C. Facilitation

D. Coercion

Answer(s): B

20. A cross-functional team is created to help progress the development of a new product in a manufacturing business.

Which two of the following activities are unlikely to be allocated to the representative from the accounting and finance function?

- A. To calculate anticipated sales demand at the target price
- B. Calculate the expected overall cost of the product
- C. Plan the recruitment of additional staff and training of them
- D. Check that the expected cost provides a suitable profit margin

Answer(s): A C
