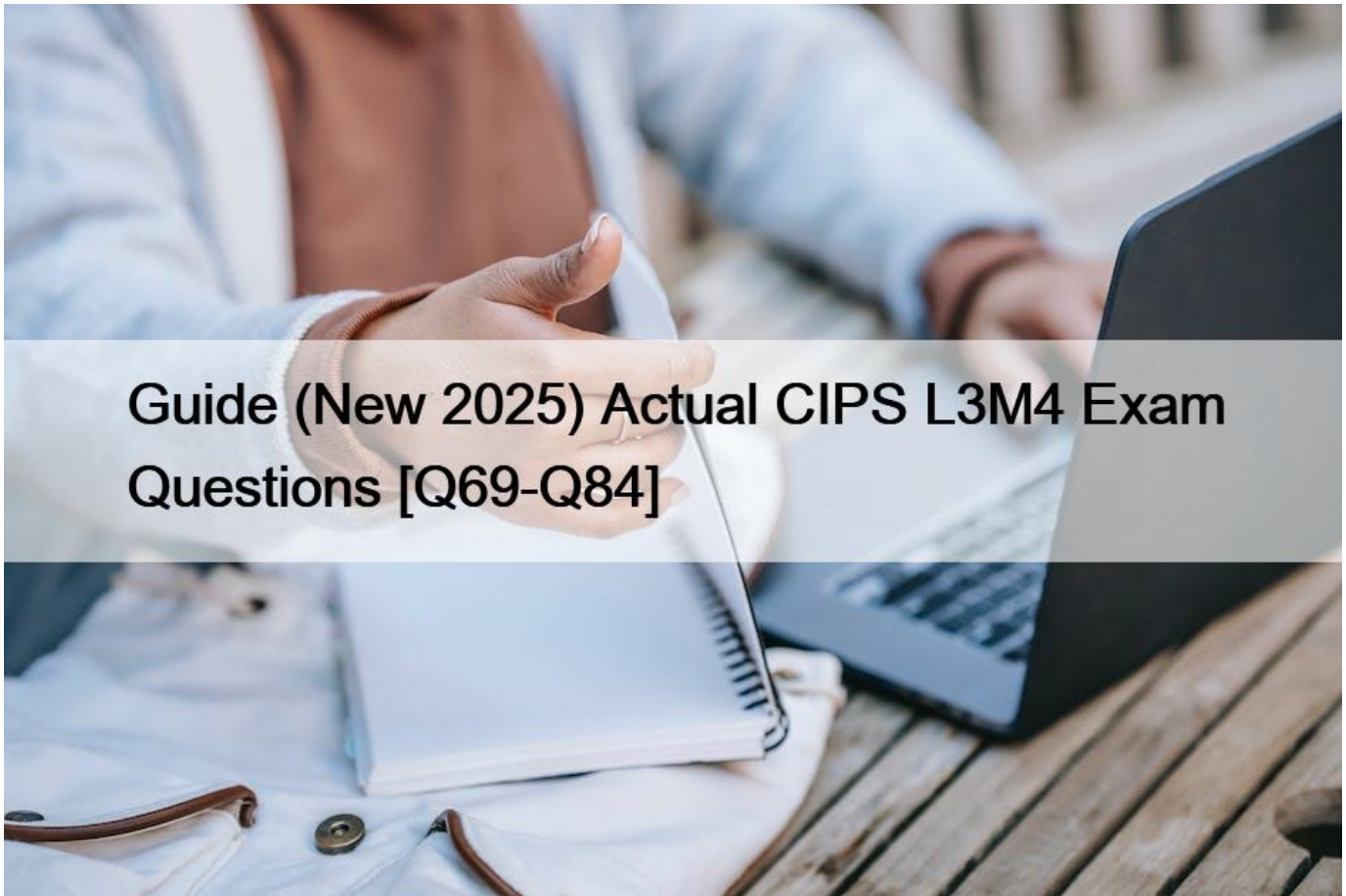


## Guide (New 2025) Actual CIPS L3M4 Exam Questions [Q69-Q84]



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### CIPS L3M4 Exam Syllabus Topics:

**Topic 1- Understand the challenges associated with, and methods to achieve organizational change:** In this section, the CIPS L3M4 exam will test your grasp of organizational change. You will need to describe different types of organizational change, identify triggers for such changes, and explain how organizations typically respond. Additionally, you should be able to outline effective methods for implementing change.

**Topic 2- Understand team dynamics and their influence on procurement and supply:** For this CIPS Team Dynamics and Change exam topic, procurement and supply professionals will be assessed on their knowledge of how team dynamics affect procurement and supply processes. Candidates must describe the purpose and challenges of cross-functional teams, as well as the overall contribution and obstacles of team collaboration.

**Topic 3- Know how the individual can support overall organizational success in procurement and supply:** In the CIPS L3M4 exam, aspiring procurement and supply professionals will need to demonstrate their understanding of how personal attributes contribute to organizational success in procurement and supply. This involves recognizing the roles of staff with devolved responsibilities, and highlighting the importance of effective liaison with internal customers and stakeholders.

**Q69.** A person may exert power on the basis of their formal authority or status; Which of the French and Raven sources of power is being described here?

- \* Reward
- \* Referent
- \* Legitimate
- \* Expert

The Chief Executive has power because they are in the post of the Chief Executive.

The Head of Procurement has power because they carry that job title.

They may also have other sources of power such as expert power, or charisma, but the correct re-sponse to the question 17

;Coercive; and ;informational; can also be sources of power not shown in the question.

**Q70.** Within the overall philosophy of just-in-time production, a signalling system to indicate when the next stage of the production process needs output from the previous stage, is called:

- \* Heijunka
- \* Kaizen
- \* Kanban
- \* Lankan

A kanban system pulls product through the production process from the previous stage.

Kaizen means continuous improvement; heijunka is related to production scheduling and levelling; Lankan is a place in Sri Lanka, and elsewhere ; it is unrelated to this course.

Kaizen, kanban and heijunka can be related to the notion of the implementation of change and im-provement.

**Q71.** The creation of the internet / world wide web is an illustration of what kind of turbulence within the environment?

- \* Technological
- \* Market
- \* Competitive

Technological turbulence creating in its turn, both competitive and market turbulence.

**Q72.** Which of the following are implied terms in a contract? Select TWO that apply.

- \* Right to sell the goods (ownership)
- \* Sale by description
- \* Time of performance
- \* Passing of title
- \* Passing of risk

**Q73.** A person who cares for individuals and the team, a good listener, finds it hard to take difficult deci-sions;. From the ;concern for people and feelings; section of Belbin;s roles:

- \* Resource-investigator
- \* Co-ordinator
- \* Teamworker

Teamworker.

**Q74.** If the speed of change was incremental, and the extent of change was realignment, what single term might we use to describe this change?

- \* Evolution

- \* Adaptation
- \* Revolution
- \* Reconstruction

The correct answer is adaptation.

**Q75.** Which of the following is a benefit from compliance with procurement processes and procedures? Select all that apply.

- \* Reducing error
- \* Minimising the likelihood of damage to the organisation's reputation
- \* Avoiding unnecessary costs
- \* Reducing the opportunity for fraud / crime

All of these options apply.

**Q76.** A small group of workers, under the leadership of a supervisor, seeking to make constructive practical small changes to bring about operational improvement in the workplace.

- \* Quality circle
- \* Quality control group
- \* Trade union
- \* Quality initiative

Quality circle.

Although it might be part of a quality initiative, the description describes a quality circle – a concept which has been credited with making significant improvements in some organisations, including, in some instances, creating cost savings. It is an important part of the idea of quality circles, that it is the actual workers, those at the coal face; (to use a somewhat outdated expression, perhaps) who lead and have the discussions. The belief, quite correct in my opinion, is the workers actually know what is going on, what is being done sensibly or otherwise, and therefore in operational terms, they need to be listened to.

A team at the working level, solving problems.

**Q77.** Is a verbal contract legally enforceable?

- \* Yes, a verbal agreement is just as legally enforceable as a written one
- \* Yes, but only if you have a witness at the time the verbal agreement was made
- \* No, only contracts in writing will be legally enforceable
- \* No, verbal contracts are never legally enforceable

**Q78.** Esther Francis has recently changed jobs from a supply role at Shine Cleaning Services (SCS) to a purchasing role at Southern Commercial Property (SCP). Esther requires industry technical input to develop a cleaning services requirements specification for her new employer. Esther Francis wants to include her former employer SCS in a market engagement exercise to inform the specification. Which of the following would be the most appropriate way to deal with the conflict of interest?

- \* Conduct the market engagement with SCS off the record
- \* Declare the potential conflict of interest to a senior manager of SCS
- \* Ask a colleague to conduct the market engagement with SCS
- \* Conduct market engagement with several capable suppliers, including SCS

**Q79.** Positivity; is about (choose one):

- \* A tendency to develop theories
- \* A can do attitude
- \* Adopting a particular viewpoint
- \* Knowledge of electronics

This is a reference to the idea that by thinking positively, one can achieve more; by having a can do attitude.

The other answers are puns on the word 'positivity'. More or less.

**Q80.** 'Processes can be improved simply by organising the work in a way that means people have to move around less'. Which 'waste' is being described here?

- \* Motion
- \* Waiting
- \* Overproduction
- \* Transportation

Motion.

The science of ergonomics can help with this.

**Q81.** Daryl was expecting some spare parts to arrive from abroad by air freight. He hears on the news that flights have been delayed due to an ash cloud from a volcano that has erupted. Which contract provision is likely to deal with this scenario?

- \* Warranties
- \* Caveat emptor
- \* Force majeure
- \* Confidentiality

**Q82.** Goals should be either / or (choose two):

- \* SMARTLY
- \* SMART
- \* SMARTA
- \* SMARTIES

Specific, measurable, achievable, realistic, time-bound, and possibly actionable or accountable.

'Smartly' is an adverb which is not relevant, and for those who don't know, 'Smarties' are a branded chocolate sweet.

**Q83.** 'Other people are only ever in it for themselves, and never act for honourable or unselfish reasons'.

- \* Skepticism
- \* Empiricism
- \* Cynicism
- \* Schism

A more extreme view than skepticism, not even allowing for honourable motives.

Such a person is a 'cynic'.

In the context of this course, such a person would be likely to resist change, perhaps believing that there are ulterior motives around the need for change.

**Q84.** A Key Performance Indicator (KPI) states 'Measure the effort exerted by the project team to control costs throughout the contract duration'. Is this KPI appropriate for measuring the management of contract costs?

- \* No, the metric is not sufficiently specific and measurable
- \* Yes, increased efforts to control costs ensure that costs will be managed effectively
- \* No, the project team is not responsible for managing costs
- \* Yes, the KPI is achievable, relevant and time-bound

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