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Team Dynamics and Change

CIPS L3M4

Version Demo

Total Demo Questions: 17

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Topic Break Down

Topic	No. of Questions
Topic 1, Understand team dynamics	49
Topic 2, Understand the challenges of managing change	38
Topic 3, Know how to develop team performance	24
Topic 4, Mix Questions	64
Total	175

QUESTION NO: 1

Which two of the following are not personality traits?

A. Conscientiousness

B. Determination

C. Ability to use Microsoft Excel

D. Never been in trouble with the police

ANSWER: C D

Explanation:

“Ability to use Microsoft Excel” is not a personality trait because it is a learned, demonstrable technical skill. It can be developed through training and practice, assessed through practical tasks, and evidenced through qualifications or workplace experience. In recruitment and team settings, this would usually be considered knowledge, skills and ability rather than an enduring characteristic of an individual’s personality. “Never been in trouble with the police” is also not a personality trait. It describes an aspect of an individual’s history or conduct record at a point in time, rather than a relatively stable pattern of thinking, feeling and behaving. Personality traits are commonly understood as enduring dispositions, such as conscientiousness, which influence how a person approaches work, responsibilities and interactions. This distinction is useful when defining person specifications: technical competence should be assessed using job-related evidence, while personality-related characteristics require appropriate behavioural assessment methods. The UK Government’s guidance distinguishes skills from personal qualities in employability and career development contexts, while the British Psychological Society describes personality as concerning characteristic patterns in people’s behaviour and experience. See National Careers Service: employability skills and British Psychological Society: personality.

QUESTION NO: 2

Which two of the following are personality traits?

A. Experience in the military

B. Social skills

C. Clean current driving licence

D. Honesty

ANSWER: B D

Explanation:

Social skills and honesty are the personal characteristics sought here. In a person specification, social skills describe an individual’s typical ability and disposition to communicate, build rapport, listen, collaborate, and manage interactions constructively with others. These qualities are particularly relevant in procurement and supply roles, where effective relationships with internal stakeholders, colleagues, and suppliers support successful team working and change implementation. Although social skills can be developed, they are commonly assessed as an interpersonal personal attribute in recruitment.

Honesty is a core character trait: it concerns a consistent tendency to be truthful, trustworthy, and principled in one’s conduct. This has direct importance in professional procurement practice, where decisions, supplier dealings, confidential information, and declarations of interests must be handled with integrity. CIPS places ethical conduct at the centre of professional practice, including acting honestly and maintaining public confidence in the profession. Both terms therefore identify enduring behavioural qualities rather than a specific qualification, licence, or record of prior employment. Further context on professional ethical expectations is available in the CIPS ethical business practices guidance and the CIPS qualifications overview.

QUESTION NO: 3

Which one of the following is very commonly seen as being the primary role of the procurement function (especially by those outside the procurement function)?

A. And yet on many occasions, it should not be the primary focus.

B. Cost reduction

C. Sourcing new materials for products under development

D. Developing deep relationships with long-term suppliers of key goods and services

E. Participating in international procurement conferences and developing staff

ANSWER: B

Explanation:

Cost reduction is very commonly perceived by people outside procurement as the function's primary role because its financial impact is visible, readily measured, and directly linked to organisational profitability and budget performance. Procurement teams influence the prices paid for goods, services, and works through activities such as competitive tendering, negotiation, demand management, specification review, and supplier selection. Stakeholders therefore often associate procurement principally with achieving savings and reducing expenditure.

This perception reflects an important part of procurement's contribution: a reduction in the cost of externally purchased inputs can improve the organisation's financial position without requiring a corresponding increase in sales revenue. Cost-focused measures are also frequently reported to senior management, which reinforces the view that procurement is mainly a savings function. In practice, procurement's role is broader and includes securing supply, managing risk, supporting quality, sustainability, innovation, and supplier relationships; however, cost reduction remains the commonly recognised primary role described in the question. CIPS describes procurement and supply as creating value through the acquisition and management of goods and services: CIPS Procurement and Supply Chain Management. The importance of strategic sourcing and value creation is also outlined by CIPS qualifications.

QUESTION NO: 4

A catering supplier agrees to provide a meal to a school for $1.15 per unit for two years. What type of commercial agreement is this?

A. Cost plus pricing

B. Fixed pricing

C. Incentive pricing

D. Performance pricing

ANSWER: B

Explanation:

Fixed pricing is correct because the supplier has committed to a stated unit price of $1.15 for each meal throughout a defined two-year period. The essential feature of a fixed-price commercial agreement is that the price payable for the specified goods or services is agreed in advance and does not vary merely because the supplier's own costs change. In this case, the school can calculate its expected meal expenditure by multiplying the number of meals ordered by the agreed unit price, subject to the contract's ordering terms.

For the supplier, this arrangement creates an obligation to manage labour, food, energy, transport, and other operating costs within the agreed price. This allocation of price risk is a key commercial consideration when setting a fixed price, particularly over a multi-year term. A well-drafted agreement would also state the meal specification, quality and food-safety requirements, volumes or ordering mechanism, invoicing arrangements, and whether any expressly defined price-review mechanism applies. The UK government's procurement guidance discusses contract pricing and the importance of selecting an appropriate pricing approach: The Sourcing Playbook. Further information on public-procurement practice is available from the Chartered Institute of Procurement & Supply.

QUESTION NO: 5

A team should be a xxxx unit, rather than a collection of individuals'. Select the three words which fit best.

A. Combative

B. Co-operative

C. Cohesive

D. Collaborative

ANSWER: B C D

Explanation:

The terms "Co-operative", "Cohesive", and "Collaborative" all accurately describe the intended nature of an effective team: a unified unit whose members work interdependently towards shared objectives, rather than separate individuals pursuing disconnected priorities. Co-operation involves members supporting one another and coordinating their activities. Cohesion describes the sense of unity, belonging, and commitment that helps a group remain focused and resilient. Collaboration goes further by emphasising active joint working, including sharing knowledge, solving problems collectively, and making use of complementary skills. These qualities are particularly important in procurement and supply teams, where outcomes often depend on effective communication, alignment of responsibilities, and constructive relationships across internal functions and external stakeholders. CIPS learning materials on team dynamics stress the importance of shared goals, mutual support, and coordinated effort in creating high-performing teams. This is also consistent with the wider evidence base on teamwork: the UK Chartered Institute of Personnel and Development identifies collaboration and team cohesion as central features of effective team performance. See CIPS Level 3 qualifications and CIPD guidance on teamworking.

QUESTION NO: 6

Where there is transformational change coupled with a rapid rate of change ('big bang'), is this:

A. Evolution

B. Reconstruction

C. Adaptation

D. Revolution

ANSWER: D

Explanation:

Revolution is correct because it describes change that is both transformational in scale and rapid in pace. In the change model commonly attributed to Dunphy and Stace, transformational change alters fundamental organisational assumptions, structures, systems, culture, or strategy rather than making limited adjustments to existing practices. When this deep change is introduced quickly, as a "big bang", it is categorised as revolutionary change. It may be necessary where an organisation faces an urgent external threat, a major strategic discontinuity, or a pressing need to reposition itself. Such change requires clear direction, robust planning, communication, and careful management of the impact on people and team dynamics, since established ways of working may be replaced in a short period. CIPS learners should recognise that assessing both the magnitude and speed of change helps determine the most appropriate change-management approach. The CIPS learning framework includes change as an important capability for procurement and supply professionals; see CIPS Level 3 Advanced Certificate. Further context on organisational change and its management is available from CIPD's change management factsheet.

QUESTION NO: 7

One of the appendices to a formal contract should be a 'pricing schedule'. This is because price is the most important item of a contract and it is a requirement for it to be detailed in a pricing schedule. Is this a correct statement?

A. Yes, because the contract is always a very large document and the parties need easy access to price information to negotiate increases

B. Yes, because all contracts are required to have detailed pricing terms, such as fixed prices, incentives, and price escalation, which must be attached

C. No, because it is not a requirement to attach a pricing schedule if complex pricing terms are not applicable to that particular contract

D. No, a pricing schedule is required only if other attachments such as a non-disclosure agreement and insurance policy are also appended

ANSWER: C

Explanation:

“No, because it is not a requirement to attach a pricing schedule if complex pricing terms are not applicable to that particular contract” is correct. A formal contract must make the agreed consideration and payment obligations sufficiently clear, but it does not follow that every contract must contain a separate, appended pricing schedule. The appropriate form of pricing documentation depends on the nature, value, duration and complexity of the purchase. For a straightforward one-off purchase, the contract body, purchase order or quotation may state an unambiguous fixed price, currency, tax treatment and payment terms without needing a detailed schedule. Conversely, a schedule is highly useful where a contract needs to set out numerous line-item prices, rate cards, volume bands, indexation, milestones, rebates, incentives, or price-review mechanisms. Using an appendix in those circumstances keeps the main agreement readable while making the commercial terms identifiable and controlled as part of the contract. Sound contract drafting is therefore about documenting the applicable pricing arrangement clearly and completely, rather than applying a universal requirement for a complex pricing appendix. This reflects CIPS’ emphasis on selecting contract terms and documentation that are appropriate to the procurement and its risks; see CIPS Level 3 qualification information and the UK government’s Model Services Contract guidance.

QUESTION NO: 8

A service contract for cleaning is due for expiry after a five-year duration. Which of the following are good sources of data to create a specification for the new invitation to tender?

Incumbent supplier

Maintenance services

Alternative suppliers

Management information

A. 1, 2 and 3 only

B. 2, 3 and 4 only

C. 1, 3 and 4 only

D. 1, 2 and 4 only

ANSWER: C

Explanation:

1, 3 and 4 only is correct. Before retendering a cleaning service, the buying organisation should develop an evidence-based specification that defines the required outcomes, scope, service levels and performance measures rather than simply reproducing the previous contract. The incumbent supplier is a valuable source of operational knowledge: it can provide information on actual cleaning frequencies, site-specific constraints, resource use, recurring issues and practical opportunities to improve delivery. This information should be tested objectively and must not give the incumbent an unfair competitive advantage.

Engaging alternative suppliers through proportionate pre-market engagement can help the buyer understand current market capability, service innovations, available technology, realistic delivery models and how requirements may be framed to encourage effective competition. Management information is equally important because it supplies internal evidence such as spend, complaint trends, service-performance reports, demand patterns, contract KPIs and user feedback. Together, these sources enable a specification that reflects verified organisational need and current market conditions. CIPS identifies specification development and supply-market analysis as core procurement activities; see the CIPS Level 3 Advanced Certificate and the CIPS guidance on specifications.

QUESTION NO: 9

Peter Scholtes identified ten behaviours (have you noticed ho it's always ten, never nine or eleven?) which commonly create problems in teams. Which are the three out of the four shown, which are genuine Scholte terms to describe these undesirable behaviours?

A. Feuding

B. Plops

C. Jousting

D. Wanderlust

ANSWER: A B D

Explanation:

Peter R. Scholtes' team-working material identifies recurring interaction patterns that can prevent a group from focusing on its purpose, sharing ideas openly, and making sound decisions. "Feuding" is one of his terms for conflict that becomes personal, with individuals or subgroups becoming entrenched against one another rather than addressing the work collaboratively. "Plops" describes contributions that are put into the discussion but receive no acknowledgement or response from the rest of the group. Recognising plops matters because teams need to listen actively and build on relevant input if members are to remain engaged. "Wanderlust" describes a team drifting away from the matter it needs to resolve and pursuing tangential issues instead. This can consume meeting time and dilute accountability for agreed actions. These terms are useful diagnostic labels rather than formal personality categories: a team can use them to notice unproductive habits and refocus on constructive discussion, inclusion, and delivery. Scholtes' practical approach to improving team performance is set out in The Team Handbook, co-authored with Brian Joiner, and is consistent with the emphasis on effective teamwork in the CIPS Level 3 qualification.

QUESTION NO: 10

In the Kubler-Ross Change Curve, which of these comes second?

A. Shock

B. Integration

C. Denial

D. Depression

ANSWER: C

Explanation:

Denial is correct. In the version of the Kübler-Ross Change Curve commonly used in change-management learning, the sequence begins with shock and is followed by denial. This stage reflects an initial protective response in which an individual may struggle to accept that a change is real, necessary, or likely to affect them. Recognising denial is useful for procurement and supply teams because people facing changes to processes, systems, structures, or responsibilities may need clear, repeated communication and time to understand the practical implications before they can engage constructively with the change.

The model originated in Elisabeth Kübler-Ross's work on responses to loss and has subsequently been adapted for organisational change contexts. In the sequence specified in the question's learning context—shock, denial, frustration and anger, depression, experimentation, decision, and integration—denial therefore occupies the second position. Managers should use such models as guides to understand possible emotional reactions, while communicating openly, listening to concerns, and providing appropriate support throughout implementation. See the Kübler-Ross Foundation's account of Elisabeth Kübler-Ross's work and CIPS Level 3 qualification information.

QUESTION NO: 11

'A team has a common XXXX and YYYY'.

Select the one which fits best.

A. Captain and uniform

B. Language and culture

C. Employer and hobbies

D. Purpose and goals

ANSWER: D

Explanation:

Purpose and goals is correct because a team is more than a collection of people who happen to work in the same organisation or share personal characteristics. Its members are connected by a common purpose: the overall reason the team exists, such as delivering a project, providing a service, or solving a business problem. They also work towards shared goals, which translate that purpose into agreed results or outcomes. This common direction enables members to coordinate their efforts, understand how their individual contributions fit together, and accept mutual responsibility for performance.

In a procurement and supply environment, for example, a sourcing team may have the purpose of securing value for the organisation and goals relating to cost, quality, continuity of supply, sustainability, or implementation milestones. Clear shared purpose and goals support effective communication, role alignment, decision-making, and team cohesion, particularly when teams are managing change. CIPS learning resources emphasise the importance of defining objectives and aligning stakeholders in procurement activity; see CIPS: People and skills. The concept is also consistent with established team-effectiveness guidance, which identifies a compelling shared direction as a key condition for successful teamwork: Harvard Business School: Teaming.

QUESTION NO: 12

A new electronic catalogue has been introduced, but early use shows that some budget holders are returning to informal emails and telephone requests. Which **TWO** actions are most likely to support adoption of the new process?

A. Providing practical, role-specific training using realistic purchasing scenarios

B. Providing accessible support and a route for users to raise improvement feedback

C. Repeating the original launch announcement without further guidance

D. Removing all local purchasing support immediately

E. Continuing to accept informal requests as the normal alternative process

ANSWER: A B

Explanation:

Providing practical, role-specific training using realistic purchasing scenarios is correct because users need to understand how the new catalogue affects the activities they carry out. Training should enable them to practise the required process and resolve routine problems confidently.

Providing accessible support and a route for users to raise improvement feedback is also correct. Early support helps users overcome difficulties before they revert to previous practices, while feedback can identify genuine process problems that need to be corrected.

Repeating the launch announcement does not address individual capability or operational difficulties. Removing all local purchasing support may increase frustration, and continuing to accept informal requests as normal practice would undermine the intended process change.

QUESTION NO: 13

A procurement manager is planning a change from email-based requisitions to an electronic approval workflow. Which **TWO** actions are most likely to reduce employee resistance before implementation?

A. Involve representative users in testing the new workflow

B. Introduce the system without consultation to avoid debate

C. Explain why the change is needed and how work will be affected

D. Delay communication until use of the system is compulsory

E. Treat all objections as misconduct

ANSWER: A C

Explanation:

Involving representative users in testing the workflow gives employees an opportunity to identify practical issues and influence how the change will work. It also demonstrates that their operational knowledge is valued. Explaining the reasons for the change, its expected benefits and the effects on roles helps address uncertainty and reduces reliance on rumours.

Introducing the system without consultation is likely to increase resistance, particularly where employees expect their work to be affected. Delaying all communication until the system is compulsory removes the opportunity to prepare people and respond to concerns. Treating all objections as misconduct may suppress useful feedback and damage trust.

QUESTION NO: 14

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: B D

Explanation:

Taxation most suitably falls within the Political and Economic categories. It is political because tax policy is set, amended, and administered through government decisions, legislation, and public-policy priorities. Changes in corporation tax, VAT, import duties, payroll taxes, or tax incentives reflect the political and regulatory environment in which an organisation operates. Procurement and supply professionals therefore need to monitor governmental fiscal policy, particularly when sourcing across national borders or managing long-term supplier agreements.

Taxation is also an economic factor because it directly affects prices, disposable income, business costs, investment decisions, demand, profitability, and the relative attractiveness of markets. For example, a change in indirect taxes can affect the total cost of purchased goods and services, while changes to business taxes may influence a supplier's capacity, pricing, and location decisions. Considering taxation through both lenses gives a fuller external-environment assessment: government action creates the tax framework, while the resulting tax burden and incentives shape economic behaviour. This dual classification is consistent with PESTEL analysis, which examines political and economic forces affecting organisations. See CIPS Level 3 Advanced Certificate and the HM Revenue & Customs guidance portal.

QUESTION NO: 15

Contract terms are statements by the parties to the contract as to what they understand their rights and obligations to be under the contract. It is important from the outset that there is a genuine agreement between the parties as to what the contract terms are. After the contract has been made, it is too late for either party to alter its terms unilaterally. Which of the following is another role that negotiated contract terms might play?

A. Defining conditions and contingencies that may alter the arrangement

B. Ensuring any future contracts will be on the buyer ' s terms

C. Providing a guarantee that the supplier will never fail to perform under any circumstances

D. Identifying the type of contractual disputes in which the courts might decline to adjudicate

ANSWER: A

Explanation:

Defining conditions and contingencies that may alter the arrangement is correct because negotiated terms do more than state the parties' core promises: they establish the circumstances in which performance, obligations, remedies, pricing, timing, or even continuation of the agreement may change. In procurement, this is important because commercial arrangements operate in an uncertain environment. The parties may therefore agree conditions relating to events such as regulatory approvals, changes in requirements, force majeure events, supply disruption, or milestones that must be achieved before a particular obligation becomes due.

A contractual condition can qualify a duty or make a party's obligation dependent on an identified event. Clear drafting allows the buyer and supplier to allocate risk in advance and gives both parties a shared basis for managing the consequences if the specified contingency occurs. This supports the wider purpose of contract formation: creating an enforceable and mutually understood framework for the relationship, including how it will adapt when defined circumstances arise. The Legal Information Institute explains the contractual meaning of a condition at Cornell Law School's condition overview. Further guidance on building clear and effective commercial agreements is available from the CIPS contract management knowledge hub.

QUESTION NO: 16

Which one is not part of Lewinâ€™s Force Field Analysis model (overcoming resistance to change)?

A. Change

B. Unchange

C. Refreeze

D. Unfreeze

ANSWER: B

Explanation:

Unchange is the correct answer because it is not a recognised phase or term in Kurt Lewin's change-management framework. Lewin's widely taught three-stage model describes change as a process of unfreezing existing behaviours, introducing the change, and refreezing the new way of working so that it becomes established and sustained. In a procurement or organisational team setting, unfreezing involves preparing people to leave familiar practices; change is the transition to new behaviours, processes, or structures; and refreezing embeds those practices into normal operations, policies, and team routines.

Lewin's force field analysis supports this approach by identifying the driving forces that support change and the restraining forces that create resistance. Change leaders can then strengthen drivers, reduce restraints, or both, helping the organisation move from its current state to the desired state. Although force field analysis and the three-stage change model are related concepts associated with Lewin, "unchange" is not part of either model. Further background is available from Mind Tools' overview of Force Field Analysis and Simply Psychology's explanation of Lewin's change model.

QUESTION NO: 17

A local hospital has had to use a number of substitute cardiac pacemaker devices, due to poor delivery performance from its regular contracted cardiac equipment supplier. Which key performance indicators would be suitable to monitor the performance of the supplier in this area to help prevent the issue from reoccurring? Select TWO that apply.

A. The results from a patient complaints survey

B. The minimum speed of response relating to invoice queries

C. The average lead time from order placed to receipt of devices

D. The percentage of on-time in-full orders received per month

E. The number of orders placed in the previous accounting period minus orders placed in the current period

ANSWER: C D

Explanation:

The average lead time from order placed to receipt of devices is an appropriate delivery-performance KPI because it measures the elapsed time the hospital waits for essential pacemaker devices after submitting an order. Monitoring this measure over time helps the buying organisation identify deterioration, variation, or delays against the agreed lead time, so that corrective action can be raised with the supplier before clinical supply is affected.

The percentage of on-time in-full orders received per month is also particularly suitable. It measures whether each delivery arrives by the agreed date and contains the complete quantity ordered. This provides a clear, objective indicator of the supplier's ability to meet its contractual delivery commitment and directly addresses the risk that the hospital will need substitute devices. Both measures should be calculated against defined contractual targets, reviewed regularly with the supplier, and supported by accurate order and goods-receipt data. CIPS describes performance measurement as using agreed measures to monitor supplier performance and support contract management; delivery reliability and lead-time performance are practical measures for this purpose. See CIPS supplier relationship management resources and the UK Government contract management guidance.