CIPS 5 级 供应链管理高级文凭

CIPS Level 5 – Advanced Diploma in Supply Chain Management

《管理团队与个人》

Module 1 –Managing Teams and Individuals

考试样题

SAMPLE EXAM QUESTIONS

构建型响应题

CONSTRUCTED RESPONSE QUESTIONS

Q1   Alarmset

Maria 是 Alarmset 公司新任命的采购经理，这家公司开发、制造和安装警报系统。

起初，Maria 经历了与她的团队的冲突，但很快就解决了这些问题。通过在流程改进和产品开发中创建新的想法，团队展示了他们的承诺，从而改善了工作关系。Maria 认识到保持团队凝聚力的重要性。她利用让所有团队成员参与决策的机会，建立了每周一次的小组午餐，为所有团队成员提供了非正式会面的机会。午餐时间的会面让 Maria 有机会向团队成员介绍公司的重要发展，以及新的政策和战略，以及与主要利益相关者的关系。这个团队能够讨论大家关心的问题，并更好地了解彼此。每隔几个月，她就会为团队举办一个"外出日"，让每个团队成员准备一份有关采购主题的最新信息，并提交给团队。

玛丽亚注意到，她的团队成员 Faizel 开始上班迟到，他的工作质量已经恶化。他似乎很少与其他团队成员交流。玛丽亚决定和他谈谈，Faizel 承认他对自己的工作失去了兴趣。Faizel 想要一个能让他运用和发展自己理财技能的职位，但他目前的职位是一位高级采购员的助理，无法做到这一点。Faizel 还认为 Fran 没有给他足够的责任。Maria 答应调查这件事。

Alarmset 公司最近宣布了一项计划，计划扩展到帮助老年人和残疾人独立生活的辅助技术这一不断增长的市场。可能需要新的采购人员，但是 Maria 也想利用这个机会提高她目前团队的技能。Maria 已与人力资源经理约好讨论适当的行动方针。

问题

解释管理的"人际关系"方法，使用场景中的示例来支持您的答案。

（**20分**）

Q1   Alarmset

Maria is the newly appointed procurement manager for Alarmset, a company that develops, manufactures and installs alarm systems.

Initially Maria's experienced conflict with her team, but worked quickly to resolve these issues. The working relationships improved with the team demonstrating their commitment by creating new ideas in both process improvement and product development. Maria recognised the importance of maintaining a cohesive team. She took the opportunity of involving all team members in decision-making and set up a weekly group lunch that provided an opportunity for all team members to meet informally. The lunchtime sessions provided Maria with the opportunity to update the team members on key developments in the organisation, as well as new policies and strategies, and relationships with key stakeholders. The team were able to talk about issues of concern and to get to know each other better. Every few months, she runs an offsite 'away-day' for the group where each

team member prepares an update on a relevant procurement topic and presents it to the group.

Maria noticed that one of her team, Faizel, had started to arrive late to work and the quality of his work has deteriorated. He appeared to be communicating less with other team members. Maria decided to talk with him, and Faizel admitted that he had lost interest in his work. Faizel wanted a role where he is able to use and develop his financial skills, but wasn't able to in his current role as an assistant to one of the senior buyers. Faizel also believes that Fran does not delegate enough responsibility to him. Maria promises to look into the matter.

Alarmset has recently announced plans to expand into the growing market for assistive technology to help elderly and disabled people live independently. New procurement staff may be required, but Maria also wants to take the opportunity of enhancing the skills within her current team. Maria has set up an appointment with the human resources manager to discuss an appropriate course of action.

Question

Explain the 'Human Relations' approach to management using examples from the scenario to support your answer.

[20 marks]

Q2

问题：评估采购团队中可能影响工作满意度的主要因素。用适当的理论来支持你的答案。

（**20分**）

Question: Assess the main factors that are likely to influence job satisfaction within a procurement team. Use appropriate theory to support your answer.

[20 marks]

Q3

问题：使用适当的理论，解释团队开发的各个阶段，并提供每个阶段的关键特性，并辅以相关的例子。

（**20分**）

Question: Using appropriate theory, explain the stages of team development and provide the key features of each stage, supported by relevant examples

[20 marks]

Q4　SPS软件公司

　　为了改进采购，SPS 软件公司决定建立一个新的采购职能。Karen Barker 是新任命的采购经理。她负责在整个公司追求节约，专注于关键支出领域；Karen 的管理经验有限，没有负责过管理和指导员工，但是她很好学。她知道她必须解决的一个问题是激励这个新团队。她的团队由一名高级采购员和两名助理采购员组成。他们都曾在采购部门工作过，但都不是在软件环境中的采购工作，也没有人对这个环境有任何技术或产品知识，但他们都渴望进入 SPS 软件公司，以发展自己的职业生涯。由于这两名助理采购人员将负责大量的开支，因此他们将需要就其新角色的财政方面进行具体的培训发展。

　　将需要时间和金钱两方面的资源来为所有这些新的工作人员进行有组织的培训方案。公司也理解，培训的一系列实施方法应该适应这些参与者的不同的学习风格。

Mia Almond	高级采购员	负责大型支出,例如每年75万美元的业务关键软件支出，以及每年50万美元的网站主机和开发人员支出
Christine Lowiski	助理采购员	专门从事通信合同,如电信和在线会议设施,每年总花费36万美元
Marcus Pollon	助理采购员	负责新产品开发的小型项目采购工作。平均每年花费30万美元

　　Karen 认识到，这个新的采购团队将需要培训，这将需要准备一个培训和发展计划。

　　探讨 Karen 在准备这样一个培训和发展计划时应该考虑的因素。

（20分）

Q4　SPS Software

To improve procurement, SPS Software decided to set up a new procurement function. Karen Barker is the newly appointed procurement manager. She is responsible for pursuing savings across the whole business, focusing on key areas of expenditure; Karen has limited management experience and has not been responsible for managing and directing staff, but is keen to learn. One issue that she knows she must address is to motivate the new team. She has been given a team of one senior buyer and two assistant buyers to help her. They all previously worked in procurement though not within a software environment and none have any technical or product knowledge for this environment, but were keen to move to SPS Software in order to progress their careers. The two assistant buyers will require specific development regarding the financial aspects of their new role due to the significant areas of expenditure they will be responsible for.

Resources will be required both in terms of time and money to undertake a structured training programme for all of the new staff. It is also understood by the company, that a range of delivery methods for the training should be used to accommodate the different learning styles of the

participants.

Mia Almond	Senior Buyer	Responsible for large expenditure such as business critical software with $750,000 annual spend and web site hosts and developers $500,000 annual spend
Christine Lowiski	Assistant Buyer	To specialise in communication contracts such as telecoms and on-line conference facility $360,000 total annual spend
Marcus Pollon	Assistant Buyer	Works on smaller project procurements for development of new products. Average annual spend $300,000

Karen recognises that training of the new procurement team will be required, and this will require the preparation of a training and development plan.

Examine the factors that Karen should consider when preparing such a training and development plan.

[20 marks]

Q5

解释如何管理平等和多样性问题，以提高组织的有效性。

（**20 分**）

Question: Explain how equality and diversity issues can be managed to improve the effectiveness of the organisation.

[20 marks]