

CIPS 6 级 供应链管理专业文凭

CIPS Level 6 – Professional Diploma in Supply Chain Management

《战略道德领导力》

Module 1 –Strategic Ethical Leadership

考试样题

SAMPLE EXAM QUESTIONS

构建型响应题

CONSTRUCTED RESPONSE QUESTIONS

Q1

问题：分析管理者和领导者的角色，解释这种差异在组织中的重要性。

(25分)

Q1

Question: Analyse the roles of a manager and of a leader giving an explanation of the importance of this differentiation in organisations.

[25marks]

Q2 E-Energy

能源行业近年来发生了重大变化，E-Energy 的首席执行官认为，只有那些具有适应性和采取变革的组织才能生存。他热衷于利用这些变革带来的机遇。Matthew 接替 Ross 成为 E-Energy 的新任供应总监。Ross 以一种非常专制的方式管理供应链职能而闻名，并建立了一个专注于盈利和底线的强硬谈判家的声誉。供应商经常会说，他们与 E-Energy 的合作创造了与其他公用事业公司合作的机会，因为“为 E-Energy 工作没有利润”。尽管 Ross“没有废话”的做法受到了财务部门同事和前任首席执行官的喜爱，但其他一些利益相关者已经意识到，一种领导职能的新方法早就应该出现了。

Matthew 渴望创造一种不同的文化，不仅是在他的部门，还包括在整个组织和 E-Energy 的供应商中。他希望自己的部门在为内部和外部客户增值方面发展专长。要实现这一点，就不能简单地专注于低价。新的绩效衡量标准应与利益相关者的需求相一致。这些措施将集中在质量、交付和安全方面，以及从不同供应链实现可持续和负责任的采购所需的其他措施。Matthew 认识到，他需要有能力说服所有利益相关者，让他们相信供应链职能的方法和方向的改变。

此外，Matthew 希望供应链职能利用新技术为其利益相关者提供服务。供应链的职能需要通过内联网网站在内部推广，并通过外联网与主要供应商联系起来。Matthew 还认为，引入正式的采购程序、目标和措施将是至关重要的。

问题：建议并证明可以用来达到预期结果的适当的影响风格或策略。

(25 分)

Q2 E-Energy

There have been significant changes in the energy sector in recent years, and the chief executive at

E-Energy believes that only those organisations who adapt and transform will survive. He is keen to capitalise on the opportunities these changes present. Matthew Sanchez has taken over as the new supply director for E-Energy and replaces Ross Trapani. Ross was also renowned for managing the supply chain function in a very autocratic way and had built up a reputation as a hard negotiator with a focus on profitability and the bottom line. Suppliers would often say that their association with E-Energy created opportunities to work with other utility companies, as there was 'no profit in working for E-Energy'. While Ross's 'no nonsense' approach was to the liking of his colleagues in the finance department and the previous chief executive, a new approach to leading the function has been recognised as being long overdue by some other stakeholders.

Matthew Sanchez is keen to create a different culture, not only in his department, but also throughout the organisation and with E-Energy's suppliers. He wants his department to develop expertise in adding value for internal and external customers. This would be achieved by not simply concentrating on low prices. New measures of performance are to be aligned with stakeholders' needs. These would concentrate on aspects of quality, delivery and safety, as well as other measures required in order to achieve sustainable and responsible procurement from a diverse supply chain. Matthew recognises that he will need to be capable of convincing all stakeholders of the change in the approach and direction of the supply chain function.

In addition, Matthew wants the supply chain function to utilise new technology to provide services to its stakeholders. The supply chain function needs to be promoted internally through an intranet site and to be linked to key suppliers using extranets. Matthew also believes that it will be critical to introduce formal procurement processes, objectives and measures.

Question: Suggest and justify appropriate influencing styles or tactics that could be used to achieve the desired results.

[25marks]

Q3 Hillmans

Richard Baker 是总部位于英国的领先软饮料公司 Hillmans 的首席采购官。在过去的三年中，他将采购职能从战术团队转变为一个主要的业务集成职能。这需要一些领导技能、行为和技巧。Richard 还将他的成功归因于认识到管理利益相关者的重要性。

为了培养采购团队的专业技能，Richard 还将采购活动重新组织为支出类别，这意味着一些采购人员不得不更改他们所从事的采购合同。在早期阶段，这对谈判产生了影响，因为采购人员与他们现在负责的供应商建立了新的关系。

类别	支出	谈判考虑因素
香料	年度支出 \$250,000	从风味屋专家购买，与他们的其他顾客相比花费低

商品的原料	支出 \$200,000	英国只有两家食糖供应商，进口价格昂贵
防腐剂	支出 \$150,000	包括化学品，通常通过英国代理商采购
包装	支出 \$350,000	本地供应商范围广，供货切换方便。

问题： Hillmans 公司的角色、职责和组织流程的变革可能会导致冲突加剧，尤其是在谈判方面。

讨论Hillmans公司可能运用的解决冲突的策略和方法。

(25分)

Q3 Hillmans

Richard Baker is the CPO (chief purchasing officer) at Hillmans, a leading soft drinks company based in the UK. Over the last three years he has transformed the procurement function from a tactical team into a leading business-integrated function. This required a number of leadership skills, behaviours and techniques. Richard also attributes his success to recognising the importance of managing stakeholders.

To develop the expertise of his procurement team, Richard has also reorganised the procurement activities into categories of spend which meant some buyers had to change the procurement contracts they worked on. In the early stages this had an impact on negotiations as buyers developed new relationships with the suppliers they are now responsible for.

Category	Spend	Negotiation considerations
Flavouring ingredients	annual spend \$250,000	Purchased from flavour house specialists, low spend compared to their other customers
Commodity ingredients	annual spend \$200,000	Only 2 suppliers of sugar in UK, expensive to import
Preservative ingredients	annual spend \$150,000	Includes chemicals, usually procured through UK agents
Packaging	annual spend \$350,000	Wide range of local suppliers, easy to switch supply.

Question: The changes in roles and responsibilities and organisational processes at Hillmans may lead to increased conflict particularly with negotiations.

Discuss strategies and approaches for resolving conflict that Hillmans may apply.

[25 marks]

Q4

问题： 评估组织在其全球供应链中制定和实施道德实践与标准政策的优势。 (25分)

Q4

Question: Appraise the advantages for organisations of developing and implementing an Ethical Practices and Standards policy throughout its global supply chain.

[25 marks]
