

100% Pass Quiz LEAD - Leadership and Transformation in Supply Management–Trustable Study Materials Review



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ISM LEAD Exam Syllabus Topics:

Topic	Details
Topic 1	• Risk and Compliance: This domain covers identifying, assessing, and mitigating potential threats while ensuring adherence to regulations in supply management.
Topic 2	• People Development and Coaching: In this section, focus is on nurturing talent and fostering skills growth within the supply management team.
Topic 3	• Systems Capability and Technology: This domain covers developing talent and expanding skill sets among the supply management group members.

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ISM Leadership and Transformation in Supply Management Sample Questions (Q26-Q31):

NEW QUESTION # 26

A buyer for TUV, Inc. transfers to headquarters from one of the company's subsidiaries. The buyer creates performance concerns for the department by ignoring policies regarding attendance, failing to document transactions properly and lacking focus. The department manager learns that the buyer did not receive training following the transfer because TUV's policies and procedures at headquarters differ only slightly from those within the divisions. Given this situation, which of the following is the BEST course of action for the department manager to take?

- A. Request that human resources (HR) conduct a gap analysis
- **B. Provide the buyer with additional training**
- C. Revise performance evaluation criteria for transferred employees
- D. Admonish the employee for not meeting expectations

Answer: B

Explanation:

* Identifying the Root Cause: The buyer's performance issues stem from a lack of understanding of the policies and procedures at headquarters, indicating a need for additional training.

* Training and Development: Providing the buyer with comprehensive training will address the gaps in knowledge and align the buyer's practices with the company's expectations and standards.

* Performance Improvement: Proper training ensures that the buyer understands the importance of attendance, accurate documentation, and focus, leading to improved performance and adherence to company policies.

* Long-term Benefits: Investing in training supports employee development, increases job satisfaction, and reduces the likelihood of similar issues in the future.

* Reference: Best practices in human resource management and organizational behavior emphasize the importance of training and development in managing performance issues. Sources include "Human Resource Management" by Gary Dessler and guidelines from the Society for Human Resource Management (SHRM).

NEW QUESTION # 27

A commodity manager and a salesperson from a major supplier have worked together for many years and have developed a cordial relationship. The salesperson sends the commodity manager two VIP tickets to a golf tournament. Which of the following is the MOST appropriate way for the commodity manager to respond to this gift?

- A. Accept the tickets, as there was no association of the gift with future business
- B. Forward the tickets to the department supervisor for disposition
- **C. Return the tickets with a courteous letter stating they cannot be accepted**
- D. Forward the tickets to the legal department for disposition

Answer: C

Explanation:

Ethical Guidelines for Gift Acceptance:

Most organizations have strict policies on accepting gifts to avoid conflicts of interest or the appearance of impropriety.

Accepting gifts from suppliers can create a conflict of interest or influence future business decisions.

Appropriate Response to Gifts:

Returning the Tickets: Clearly communicates adherence to ethical standards and avoids any potential conflict of interest.

Accepting the Tickets: Could be seen as a violation of company policies, even if there is no direct association with future business.

Forwarding to Legal or Supervisor: Delegates the decision but does not immediately address the ethical consideration.

Conclusion: Returning the tickets with a courteous letter is the most appropriate and ethically sound response, maintaining transparency and avoiding potential conflicts.

Reference:

Institute for Supply Management (ISM) principles and standards of ethical supply management conduct Company-specific codes of conduct and ethics policies

NEW QUESTION # 28

A supply management audit finds that sole source purchases have increased significantly due to the inexperience of the sourcing team, and that the waiving of competition is not justified in many cases. This has resulted in increased costs, as well as noncompliance with organizational policies requiring competitive solicitations. Which of the following is the BEST way to rectify this situation?

- **A. Train staff in solicitation policies and practices**

- B. Improve audit procedures to identify problem areas sooner
- C. Make sole source review a key performance indicator (KPI)
- D. Report noncompliance to management in user departments

Answer: A

Explanation:

Issue Identification:

Increased sole source purchases due to inexperience of the sourcing team.

Noncompliance with competitive solicitation policies leading to increased costs.

Rectifying the Situation:

Training Staff: Provides the sourcing team with necessary knowledge and skills to understand and follow solicitation policies, reducing the likelihood of noncompliance.

Reporting Noncompliance: Addresses the issue after it occurs but does not prevent future occurrences.

Improving Audit Procedures: Helps identify issues sooner but does not directly address the root cause (lack of training).

Making Sole Source Review a KPI: Encourages monitoring but does not equip the team with the knowledge to comply.

Conclusion: Training staff in solicitation policies and practices addresses the root cause by ensuring the sourcing team is well-informed and capable of complying with competitive solicitation requirements.

Reference:

Procurement training programs and resources from the National Institute of Governmental Purchasing (NIGP) Best practices in procurement and supply chain management from the Chartered Institute of Procurement & Supply (CIPS) Top of Form Bottom of Form

NEW QUESTION # 29

After analyzing its relationships with other departments, supply management decides to revise its stocking levels and order forecasting in order to streamline processes and reduce costs. Which of the following is the BEST way for the supply management organization to introduce these changes to the departments involved?

- A. Meet with internal customers to address any changes that might impact their operations
- B. Demonstrate the long-term savings to be realized
- C. Obtain endorsements from other departments
- D. Use best-in-class comparisons to show how the new policies will advance the organization

Answer: A

Explanation:

* Introducing Changes: Revising stocking levels and order forecasting can significantly impact various departments within the organization.

* Engagement with Internal Customers: Meeting with internal customers ensures that their concerns and operational needs are addressed, facilitating smoother implementation and greater acceptance of the changes.

* Collaboration and Communication: This approach promotes transparency, builds trust, and allows for collaborative problem-solving to mitigate any negative impacts on other departments.

* Long-term Success: Engaging internal customers helps align the changes with overall organizational goals and ensures that all stakeholders are on board and supportive.

* Reference: Change management literature, such as John Kotter's "Leading Change" and resources from the Prosci Change Management Institute, emphasize the importance of stakeholder engagement and communication in successful change initiatives.

NEW QUESTION # 30

A buyer from BCD, Inc. meets with an industry peer at a professional conference and tells the peer that Supplier X provides a low quality product, when in fact Supplier X provides a high quality product. The buyer makes the statement in the hope of retaining BCD's competitive edge, but as result of the conversation, the peer removes Supplier X from participation in an upcoming RFP. The buyer's statement can BEST be described as

- A. libel
- B. slander
- C. disparagement
- D. extortion

Answer: B

Explanation:

The buyer's statement can best be described as slander. Here's a detailed explanation:

Slander Defined:

Verbal Defamation: Slander involves making false and damaging statements about someone verbally. In this case, the buyer's verbal claim about Supplier X's product quality fits this definition.

Damage to Reputation: The false statement about Supplier X's product quality was intended to harm the supplier's reputation, fulfilling the criteria for slander.

Why Not Other Options?

Extortion (A): Extortion involves obtaining something through force or threats, which is not applicable here.

Libel (C): Libel refers to written defamation, whereas the buyer's statement was verbal.

Disparagement (D): Disparagement involves making false statements about the quality of a product or service. While similar, slander is the more specific term for verbal defamation.

Reference:

Legal definitions and distinctions between slander and libel (Black's Law Dictionary).

Principles of ethical communication in supply chain management (Institute for Supply Management, Ethics in Supply Management).

NEW QUESTION # 31

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