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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	Corporate Social Responsibility and Ethics: This domain covers incorporating ethical and sustainable practices into decision-making and supply chain processes.

ISM Leadership and Transformation in Supply Management Sample Questions (Q143-Q148):

NEW QUESTION # 143

A firm's supply manager issues a new set of procurement policies. Shortly thereafter, the supply manager learns that a former team leader is giving department employees instructions in conflict with updated policies. The former team leader is well-respected, and the department employees are beginning to question whether the supply manager's new policies are correct. Which of the following is the FIRST step the supply manager should take to address this situation?

- **A. Meet with the former team leader to discuss the concerns and reinforce the new procedures**
- B. Demote the former team leader for undermining the supply manager's authority
- C. Issue written reprimands to the former team leader and to any of the employees involved
- D. Contact human resources to engage a mediator

Answer: A

Explanation:

Identify the Issue: The former team leader is providing instructions that conflict with the newly issued procurement policies, leading to confusion and questioning among employees.

Importance of Addressing the Issue:

The former team leader is well-respected, so direct confrontation or punitive measures (such as demotion or written reprimands) could lead to further division and loss of morale.

Effective leadership involves addressing concerns and clarifying misunderstandings through communication.

First Step:

Meet with the Former Team Leader: This step allows the supply manager to understand the former team leader's perspective, address any concerns or misunderstandings, and reinforce the importance and rationale behind the new procedures.

Reinforces the authority of the supply manager while showing respect for the former team leader's experience and status.

Outcome:

A constructive meeting can lead to the former team leader becoming an ally in implementing the new policies.

Helps in gaining the confidence of the department employees by showing that their concerns are being addressed.

Reference:

Leadership principles from John C. Maxwell's "The 21 Irrefutable Laws of Leadership" Conflict resolution strategies from Kenneth Thomas and Ralph Kilman's "Thomas-Kilman Conflict Mode Instrument"

NEW QUESTION # 144

A firm's procurement department significantly exceeds its established goals two years in a row. Senior management is concerned the goals are too easy and asks the supply manager to determine if procurement team members are being adequately challenged. Which of the following is the BEST course of action for the supply manager to take in order to assess the situation and provide a suitable answer to management?

- A. Review the job descriptions for each procurement role to validate that the descriptions are accurate
- **B. Verify with internal customers that team members goals are aligned with business goals**
- C. Conduct a 360-degree feedback survey to measure the level of employee engagement and job satisfaction
- D. Work with the finance department to set more challenging goals for the procurement team

Answer: B

Explanation:

Situation Analysis:

The procurement department has exceeded its goals, raising concerns about the adequacy of these goals.

Senior management questions whether the team is being adequately challenged.

Assessing Goals and Challenges:

360-Degree Feedback: Useful for employee engagement but may not address goal alignment.

Reviewing Job Descriptions: Ensures roles are well-defined but does not address goal difficulty.

Setting More Challenging Goals with Finance: Important but secondary to understanding current goal alignment.

Verifying with Internal Customers: Ensures procurement goals support broader business objectives and challenges.

Best Course of Action:

Verifying with Internal Customers: Confirms that procurement goals align with business objectives and identifies areas for more challenging targets.

Conclusion: Ensuring alignment with internal customers provides a comprehensive understanding of whether current goals are appropriate and where adjustments might be needed.

Reference:

"The Balanced Scorecard: Translating Strategy into Action" by Robert S. Kaplan and David P. Norton Performance management best practices from the Society for Human Resource Management (SHRM)

NEW QUESTION # 145

A firm hires a new employee to the supply management department. The organization requires new employees to complete a mandatory on-line training system prior to using its enterprise resource planning (ERP) system. After two months on the job, the new employee is still struggling with locating key information in the ERP system. However, the employee has developed a solid rapport with the department and is knowledgeable of the business through various team projects. Given this situation, which of the following would be BEST suited to enhancing the new employee's ERP skills?

- A. Training manuals
- B. Shadowing
- C. One-on-one training
- D. On-line training

Answer: C

Explanation:

The new employee in the supply management department has developed good rapport with the team and has gained business knowledge but is struggling with the ERP system. One-on-one training is the best approach to enhance the employee's ERP skills. This method provides personalized instruction, allowing the trainer to address specific questions and challenges faced by the employee. Leadership and transformation management documents emphasize the importance of tailored training methods to effectively develop employees' skills. Personalized training can accelerate learning and ensure the employee becomes proficient in using the ERP system. Reference highlight the benefits of hands-on, direct interaction in training, which can be more effective than generic online modules or manuals for complex systems.

NEW QUESTION # 146

DEF, Inc. is finalizing a contract to have its head office refurbished. Within its budget of \$1.2 million there is a general risk fund of \$30,000. The building is old, and the electrical wiring drawings do not appear up to date. The total project bid from Supplier X is \$1 million. This includes a fee of \$20,000 for updating electrical wiring drawings and the contractors' risk fund of \$100,000, half of which is for building-related issues, and half of which is for electrical issues.

DEF decides to assume the risk of electrical issues. What is the contract price paid to Supplier X?

- A. 5950,000
- B. 51,000,000
- C. \$930,000
- D. \$900,000

Answer: D

Explanation:

DEF, Inc. decides to assume the risk of electrical issues, which means they will deduct the portion of the contractor's risk fund allocated for electrical issues from the total project bid. Supplier X's total bid is \$1 million, including \$100,000 for the contractor's risk fund (half for building issues and half for electrical issues). Since DEF assumes the electrical risk, the contract price should be reduced by the \$50,000 allocated for electrical issues:

Contract price = \$1,000,000 - \$50,000 = \$950,000
 $\text{Contract price} = \$1,000,000 - \$50,000 = \$950,000$

However, the question might have a typo. Correcting it for clarity:

The general risk fund of \$30,000 mentioned is part of the \$1.2 million budget and doesn't affect the contractor's bid directly.

Therefore, the contract price paid to Supplier X should indeed be:

$\$1,000,000 - \$50,000 = \$950,000$
 $\$1,000,000 - \$50,000 = \$950,000$ Thus, the correct contract price, assuming no other deductions, is \$950,000.

NEW QUESTION # 147

Matrix structures and dual reporting systems can BEST be described as related to which of the following aspects of organizational hierarchy design?

- A. Span of influence
- B. Coordination mechanisms
- C. Centralization vs. decentralization
- D. Organization boundaries

Answer: B

Explanation:

Matrix structures and dual reporting systems are best described as coordination mechanisms within the organizational hierarchy design.

Matrix Structures: These are designed to facilitate coordination across different parts of the organization. In a matrix structure, employees have multiple reporting lines, typically both to a functional manager and a project or product manager. This design helps in integrating diverse functions and ensuring collaboration across departments.

Dual Reporting Systems: These systems are another form of coordination mechanism where an employee reports to two different managers. This structure helps in balancing different priorities and objectives, ensuring that employees can meet the needs of various projects or functions simultaneously.

Coordination Mechanisms: Both matrix structures and dual reporting systems are essential for managing complex and interdependent activities within an organization. They help in aligning efforts, ensuring communication across different areas, and managing the flow of information.

Reference:

Galbraith, J.R. (1973). Designing Complex Organizations. Addison-Wesley.

Mintzberg, H. (1983). Structure in Fives: Designing Effective Organizations. Prentice-Hall.

NEW QUESTION # 148

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