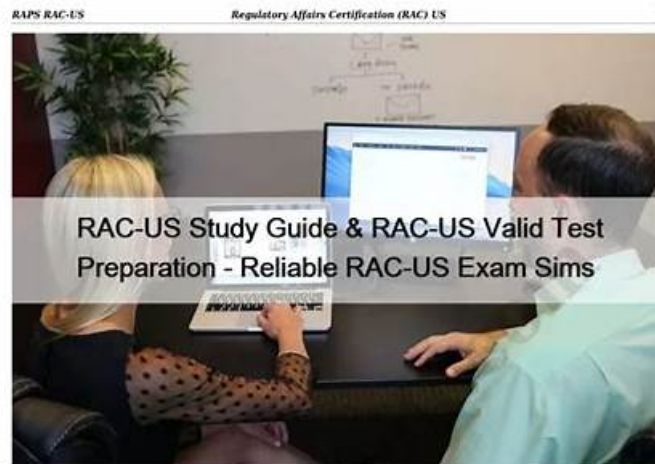


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ISM Leadership and Transformation in Supply Management Sample

Questions (Q79-Q84):

NEW QUESTION # 79

The compliance division within EFG, Inc. is reviewing the company's procedures for monitoring and addressing employee fraud. The current system involves employees who suspect fraud reporting their concerns to an internal company email mailbox. Many of the firm's employees are concerned about the confidentiality of this process. Which of the following would be the BEST course of action for EFG to take in order to reduce this concern?

- A. Change the reporting policy and have employees report concerns directly to their individual managers
- B. Develop a training program that emphasizes the risks caused by employee fraud and the importance of proper reporting
- C. Explore opportunities to outsource the reporting function to an independent third party
- D. Announce through the intranet the company's commitment to non-retaliation in fraud reporting

Answer: C

Explanation:

- * Confidentiality Concerns: Employees are worried about the confidentiality of the current fraud reporting process. Addressing these concerns is crucial to ensure that employees feel safe reporting potential fraud.
- * Independent Reporting: Outsourcing the reporting function to an independent third party can enhance confidentiality and impartiality, making employees more comfortable reporting fraud.
- * Credibility and Trust: An independent third party can provide a neutral and trusted channel for reporting, which can increase the credibility of the fraud reporting system.
- * Best Practices: Using third-party services for reporting fraud is a common best practice in compliance and risk management to ensure anonymity and reduce the fear of retaliation.
- * Reference: This approach is supported by guidelines from the Association of Certified Fraud Examiners (ACFE) and best practices in corporate governance and compliance management.

NEW QUESTION # 80

A firm is considering an expansion into a very profitable market. Supporting the production requirements of this potential supply chain will critically hamper current information technology (IT) business resources and capabilities. The company does not wish to miss profit opportunities but is uncertain about the sustainability of the new supply chain, given the market's instability. Which of the following is the BEST approach the company can take in this situation?

- A. Delay the start of operations in the new market until the current IT infrastructure is updated
- B. Consider outsourcing the new supply chain
- C. Conduct an assessment and upgrade of the current IT infrastructure
- D. Purchase cloud computing services that bridge the IT capabilities gap

Answer: B

Explanation:

Given the uncertainty about the sustainability of the new supply chain and the potential strain on current IT resources, the best approach is to consider outsourcing the new supply chain. Outsourcing can provide the necessary expertise and infrastructure without overburdening the company's existing IT resources. Leadership and transformation management documents highlight the strategic use of outsourcing to manage risks and leverage external capabilities. This approach allows the firm to capitalize on the profitable market opportunity while mitigating the risks associated with market instability and IT resource constraints. Reference also point to the importance of flexibility and adaptability in supply chain management, which can be achieved through strategic partnerships with third-party providers.

NEW QUESTION # 81

PQR, Inc., a company with operations in a single country, merges with a firm that has operations in ten countries. PQR's supply manager wants to be sure the combined firm continues to attract diverse talent across all international operations. The supply manager believes that contingent labor in particular will be critical over the next few years. Given this situation, which of the following is the BEST course of action for the supply manager to take?

- A. Conduct a search to identify sources of global contingent labor expertise capable of managing the company's combined operations
- B. Perform a review of existing staffing contracts and projected future needs
- C. Identify several critical countries and obtain contingent labor data projections over the next five years from government

resources

- D. Recommend a single managed service provider (MSP) who can manage all locations, after consultation with the human resources department

Answer: A

Explanation:

- * Global Operations: With operations in multiple countries, expertise in managing global contingent labor is crucial.
- * Contingent Labor Management: Identifying a source with experience in global operations ensures that the company can effectively manage and attract diverse talent.
- * Strategic Fit: A firm with the necessary expertise will align with the company's strategic needs for contingent labor across various international markets.
- * Reference: Industry reports and best practices (e.g., from SHRM and WorldatWork) highlight the importance of specialized global labor management expertise in multinational operations.

NEW QUESTION # 82

A firm's five-year strategic plan forecasts annual sales revenue growth primarily based on product quality improvements. The firm's chief procurement officer (CPO) wants to monitor supply management's contribution to the plan by applying business intelligence. Which of the following is the BEST way for the CPO to achieve this objective?

- A. Certify at least two new suppliers annually, to manage supply risk and to keep current suppliers focused on quality improvements
- **B. Measure the quality of the firm's primary suppliers and their degree of collaboration with the company's business units**
- C. Assign supply managers by company function rather than supply category, to better focus attention on reaching the firm's objectives
- D. Monitor supply trends and developments, and the political and economic changes that affect primary suppliers and raw materials

Answer: B

Explanation:

The chief procurement officer (CPO) aims to monitor supply management's contribution to the firm's strategic plan, which focuses on product quality improvements. Measuring the quality of the firm's primary suppliers and their degree of collaboration with the company's business units is the best way to achieve this objective. Leadership and transformation management documents emphasize the importance of supplier quality and collaboration in achieving strategic goals. By focusing on these metrics, the CPO can ensure that supply management is aligned with the firm's overall objectives and can track improvements in product quality that contribute to revenue growth. This approach is supported by references that highlight the critical role of supplier performance and collaboration in achieving quality improvements and strategic objectives.

NEW QUESTION # 83

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

Answer: D

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 # 84

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