



CIPS L3M4 Mock Exam

Shared by Morris on 17-06-2026

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Question 1

Question Type: MultipleChoice

Which two of the following are 'soft' factors, within the framework of the 'McKinsey 7S' model?

Options:

- A- Strategy
- B- Systems
- C- Style
- D- Shared values



Answer:

C, D

Explanation:

Shared values and style.

The other two shown being 'hard' ie more tangible factors.

Nobody said these tests were meant to be easy...

Question 2

Question Type: MultipleChoice

'A person who solves difficult problems with original and creative ideas'. From the Belbin 'problem solving / thinking' section:

Options:

- A- Plant
- B- Monitor / evaluator
- C- Specialist



Answer:

A

Explanation:

The answer is the 'Plant'. The creativity and originality is what the Plant is renowned for.

The other answers offered may be covered in other question.

Question 3

Question Type: MultipleChoice

According to CIPS, procurement and supply management for CIPS members is a(n) (Select best fit):

Options:

- A- Academic subject
- B- Skill
- C- Harmless activity
- D- Profession

Answer:

D

Explanation:

CIPS regards procurement as a profession, and encourages members to describe it in that way.

Procurement should be regarded as a profession in the same way that lawyers and accountants are regarded as professionals.

Question 4

Question Type: MultipleChoice

Management studies and experiments over several decades have found that increased participation of workers in decision-making about changes tends to lead to (Select one):

Options:

- A- Longer holidays / higher pay / more sunshine
- B- Never-ending debates / time-wasting / indecision
- C- Overcoming of resistance to change / increased co-operation and productivity
- D- Industrial stoppages / strikes / sabotage

Answer:

C

Explanation:

Consultation and involvement have been shown to enhance the likelihood of co-operation with pro-posed changes, thus participation and consultation is one often effective method of overcoming re-sistance to change.

Question 5

Question Type: MultipleChoice

A functional organisation structure can lead to a 'xxxx' effect whereby employees do not communi-cate effectively horizontally across the structure with each other. Choose one to replace 'xxxx'.

Options:

- A- Silo
- B- Ratio
- C- Halo
- D- Oreo

Answer:

A

Explanation:

It's a 'silo effect'. Essentially this is about 'walls' being unintentionally created between functions of the organisation. Silos in the original sense are used for storing grain (tall thin buildings, common in the American mid-West); more recently for storing military missiles.

In the organisation this lack of ease in communicating can dent the performance of the organisation.

The other answers offered are irrelevant with Oreo being a type of 'much loved' American biscuit.

So anyway, 'silo'.



Question 6

Question Type: MultipleChoice

Which two of the following could not be classified as internal triggers for change? A change of:

Options:

- A- Major customer
- B- Leadership
- C- Legislation
- D- Profitability

Answer:

A, C



Explanation:

Both a major customer changes and legislation changes cannot be seen as being internal - they are clearly external. Leadership is obviously internal, and profitability is in theory at least, largely de-termined by management.

Question 7

Question Type: MultipleChoice

Which one of the following is not part of John Adair's 'action-centred leadership' model?

Options:

- A- Task
- B- Individual
- C- Team
- D- Product

Answer:

D



Explanation:

Product is not included in Adair's model.

Adair's simple model is great and can be a useful way of seeing things in the real world. Learn it.

Individual, task, team - what could be simpler?

Question 8

Question Type: MultipleChoice

Which one of the following is unlikely to appear in an organisational procurement manual?

Options:

- A- Staff names
- B- Instructions
- C- Policies
- D- Procedures

Answer:

A



Explanation:

Staff names.

One of the 'benefits' of the creation of organisations large enough to have procurement manuals is that individuals can be replaced in their posts by others. This is part of the basis of Weber's theory of bureaucracy. Charles Handy, a great UK management writer tells a story of how he took up a new post for a large oil company, and on his office door the job title was affixed permanently, but his own name was presented in a readily-replaceable label. He realised when he saw this how easily his employer thought he could be replaced.

Thus, procurement manuals are unlikely to name individual staff members - policies and procedures, posts and activities, yes.



Question 9

Question Type: MultipleChoice

'A person who cares for individuals and the team, a good listener, finds it hard to take difficult decisions'. From the 'concern for people and feelings' section of Belbin's roles:

Options:

- A- Resource-investigator
- B- Co-ordinator
- C- Teamworker

Answer:

B



Explanation:

Teamworker.

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