



CIPS L3M4 Practice Questions

Shared by Vega on 18-08-2026

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Question 1

Question Type: MultipleChoice

Continuous improvement -- making small changes in operations and activities in a never-ending way -- is called in Japanese:

Options:

- A- Zazen
- B- Paisan
- C- Chozen
- D- Kaizen

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Answer:

D

Explanation:

Kaizen - continuous improvement.

Small changes.

The other answers are essentially unrelated and facetious.

Question 2

Question Type: MultipleChoice

Where there is transformational change coupled with a slow rate of change, is this:

Options:

- A- Evolution
- B- Adaptation
- C- Revolution
- D- Reconstruction

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Answer:

A

Explanation:

This is a description of Evolution.

The others answers given may be the subject of other questions in this test.

Question 3

Question Type: MultipleChoice

Peter Kraljic first published his Portfolio Purchasing Model in a paper entitled 'Purchasing Must Become Supply Management' in the Harvard Business Review in September of which year?

Options:

A- 1943

B- 2013

C- 1983

D- 2003

Answer:

C

Explanation:

It was in 1983.

The original paper is available for purchase for a very modest fee from the Harvard Business Review website. The original paper is lucid, thought-provoking and in my opinion desirable reading for any-one who wishes to seriously learn about procurement. Especially tutors of procurement - ask your CIPS tutor if they've read the original work!

If you're having trouble understanding what some of all this 'Kraljic talk' is about, treat yourself for \$5 to the original work - the matrix has since been much discussed and developed, but is widely misunderstood, even by many who should know better. Professor Kraljic will appreciate the royal-ties. :)

Question 4

Question Type: MultipleChoice

Within the overall philosophy of just-in-time production, a signalling system to indicate when the next stage of the production process needs output from the previous stage, is called:

Options:

- A- Heijunka
- B- Kaizen
- C- Kanban
- D- Lankan

Answer:

C

Explanation:

A kanban system pulls product through the production process from the previous stage.

Kaizen means continuous improvement; heijunka is related to production scheduling and levelling; Lankan is a place in Sri Lanka, and elsewhere - it is unrelated to this course.

Kaizen, kanban and heijunka can be related to the notion of the implementation of change and im-provement.

Question 5

Question Type: MultipleChoice

Thinking about the PESTEL model, under which category would climate change most suitably fall?

Options:

- A- Environmental

- B- Legal
- C- Economic
- D- Socio-cultural

Answer:

A

Explanation:

Environmental - a rather straightforward question and answer.

Question 6

Question Type: MultipleChoice

Thinking of the cultural web (Johnson and Scholes), which of the following refers to the idea that past events will be recurrently discussed and kept alive by current employees telling newcomers, reinforcing certain aspects of culture?

Options:

- A- Rituals
- B- Stories
- C- Power structures
- D- Organisational structures

Answer:

C

Explanation:

An easy one. 'telling' in the QUESTION NO : surely gives the game away.

Stories are increasingly seen as being powerful within organisations, with many Chief Executives now receiving coaching on story-telling.

Question 7

Question Type: MultipleChoice

Where an organisational internal customer / user deliberately circumvents the procurement function, and buys from an external supplier without following due procedure. This is commonly called:

Options:

- A- Compliant spend
- B- Tail spend
- C- Iceman spend
- D- Maverick spend

Answer:

D

Explanation:

Maverick spend is outside of organisational procedure, and can undermine the benefits of professional procurement.

Maverick spend should be actively discouraged.

Question 8

Question Type: MultipleChoice

A cross-functional team is created to help progress the development of a new product in a manufacturing business. Which two of the following activities are unlikely to be allocated to the representative from the accounting and finance function?

Options:

- A- To calculate anticipated sales demand at the target price
- B- Calculate the expected overall cost of the product
- C- Plan the recruitment of additional staff and training of them
- D- Check that the expected cost provides a suitable profit margin

Answer:

A, C

Explanation:

Calculating sales demand is likely to be a sales / marketing activity; planning the recruitment / training of staff is likely to be a human resources activity.

The other two activities shown are likely to be right up accounting and finance's street.

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Question 9

Question Type: MultipleChoice

'Other people are only ever in it for themselves, and never act for honourable or unselfish reasons'.

Options:

- A- Skepticism
- B- Empiricism
- C- Cynicism
- D- Schism

Answer:

C

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Explanation:

A more extreme view than skepticism, not even allowing for honourable motives.

Such a person is a 'cynic'.

In the context of this course, such a person would be likely to resist change, perhaps believing that there are ulterior motives around the need for change.

Question 10

Question Type: MultipleChoice

'operating at its full potential ... working positively ... getting on with their jobs'

Which of the Tuckman stages of team development is being described here?

Options:

- A- Norming
- B- Storming
- C- Forming
- D- Dorming
- E- Performing

Answer:

E

Explanation:

The answer is 'performing'. The team has gone through the earlier stages successfully - not always the case - and is now performing well.



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