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Question 1

Question Type: MultipleChoice

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?

Options:

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

Answer:

C

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).

Question 2

Question Type: MultipleChoice

A vice president of sourcing is concerned that sourcing managers are not consistently including diverse suppliers in competitive bidding events, even though the organization has a formal supplier diversity program in place. Which of the following is the BEST action for the VP to take to increase inclusion of diverse suppliers?

Options:

- A- Work with a third-party provider to access a network of qualified diverse suppliers
- B- Establish a goal to source a certain percentage of spend from diverse suppliers
- C- Re-communicate the objectives of the supplier diversity program to the sourcing managers
- D- Encourage inclusion of a minimum of one diverse supplier in every sourcing event

Answer:

D

Explanation:

Supplier Diversity Importance: Ensuring the inclusion of diverse suppliers in competitive bidding processes aligns with organizational goals and promotes a fair and inclusive procurement strategy.

Tangible Action: Encouraging the inclusion of at least one diverse supplier in every sourcing event creates a concrete, actionable step that sourcing managers can implement immediately.

Increased Opportunities: This approach guarantees that diverse suppliers have a consistent opportunity to participate, which can lead to a more diverse and competitive supplier base.

Accountability and Measurement: Setting a clear inclusion requirement helps in tracking and measuring the effectiveness of the supplier diversity program.

Reference: Supplier diversity best practices highlight the importance of specific inclusion goals. Resources such as the National Minority Supplier Development Council (NMSDC) and various procurement best practice guides support this approach.

Question 3

Question Type: MultipleChoice

A U.S. company wants to expand its business and market to the government. This will require government approval of a small business plan, encompassing proposed spend with several categories of small businesses. The firm's supply manager has been asked to investigate the requirements to comply with this new market. Which of the following is the BEST course of action for the supply manager to take in this situation?

Options:

- A- Contact the National Bureau of Labor Standards
- B- Contact the Library of Congress and use one of its small business lists

C- Benchmark the best practices of several leading competitors

D- Review Federal Acquisition Regulations Part 19

Answer:

D

Explanation:

Understanding the Requirement: To expand business and market to the government, the company must comply with federal regulations, specifically those pertaining to small business participation.

Federal Acquisition Regulations (FAR): FAR Part 19 focuses on Small Business Programs. It provides the policies and procedures for ensuring small businesses receive a fair proportion of government contracts.

Compliance Necessity: Reviewing FAR Part 19 will provide the supply manager with the necessary guidelines and requirements to develop an acceptable small business plan. This includes understanding the definitions, eligibility criteria, and mandatory goals for various categories of small businesses.

Best Course of Action: By thoroughly reviewing FAR Part 19, the supply manager can ensure the company's small business plan meets all legal and regulatory requirements, increasing the likelihood of government approval.

Reference: The Federal Acquisition Regulation (FAR) is the principal set of rules in the Federal Acquisition Regulations System. Specific information can be found in FAR Part 19, accessible through government websites and procurement training resources.

Question 4

Question Type: MultipleChoice

Over the past year, RST, Inc. has doubled its number of employees and global locations. RST places a strong focus on employee development and continued successful operation of the business. In light of this, the firm wants to review all positions to ensure that talented staff are matched to key roles. Given this situation, which of the following courses of action should the firm pursue FIRST?

Options:

- A- Validate human resources policies and procedures
- B- Extend management development training
- C- Conduct an organizational needs and gap analysis
- D- Establish mentoring and reverse mentoring programs

Answer:

C

Explanation:

Rapid Growth Context: RST, Inc. has doubled its number of employees and global locations, necessitating a review of positions to ensure the right talent is matched to key roles.

Organizational Needs and Gap Analysis: This analysis identifies the current capabilities, skills, and competencies within the organization, compares them to the desired future state, and highlights gaps that need to be addressed.

First Step in Talent Management: Conducting this analysis is a critical first step to understand where the organization stands and what is needed to support its growth and strategic goals effectively.

Informing HR Policies and Training: The results of the gap analysis will inform the development of HR policies, management training, and other talent development initiatives.

Reference: Organizational needs and gap analysis is a foundational tool in human resource management and strategic planning, as discussed in resources like 'Human Resource Management' by Gary Dessler and guidelines from the Society for Human Resource Management (SHRM).

Question 5

Question Type: MultipleChoice

Which of the following is an example of an organization mission statement?

Options:

- A- 'Enhance our reputation in a demanding and rapidly changing field'
- B- 'Offer innovative customer service responsive to our market's needs'
- C- 'Update procedure manuals and reference materials for all divisions'
- D- 'Hire, train and retain skilled staff members to represent us'

Answer:

B

Explanation:

Understanding Mission Statements: A mission statement defines the organization's purpose, core values, and primary objectives, providing direction and guiding decision-making processes.

Relevance to Mission Statements: The statement 'Offer innovative customer service responsive to our market's needs' clearly outlines the organization's commitment to providing excellent customer service and adapting to market demands, aligning with the purpose and values of the company.

Comparison with Other Options:

Option A is more about enhancing reputation, which is an outcome rather than a mission.

Option C focuses on internal procedures rather than the overall purpose.

Option D is related to HR functions, not the broader organizational mission.

Effectiveness: A good mission statement is clear, concise, and focuses on the organization's key objectives and values, as seen in the correct answer.

Reference: The principles of crafting effective mission statements are discussed in strategic management and organizational behavior literature, including 'Strategic Management: Concepts and Cases' by Fred R. David and resources from the Balanced Scorecard Institute.

Question 6

Question Type: MultipleChoice

A supply department is transitioning from a traditional procurement structure to a more strategic sourcing model. This change is expected to provide new opportunities for skilled supply chain professionals. Which of the following would be the BEST approach in preparing for leadership in such an organization?

Options:

A- Attaining Six Sigma and quality competencies as strategic value enhancers

B- Transferring to another division to gain organization-wide perspective

C- Gaining financial competency to better communicate with senior management

D- Acquiring technological skills to streamline supply management operations

Answer:

A

Explanation:

Transition to Strategic Sourcing: Moving from traditional procurement to strategic sourcing involves a focus on long-term partnerships, total cost of ownership, and continuous improvement.

Importance of Six Sigma and Quality Competencies: Six Sigma methodologies and quality management principles help in identifying inefficiencies, reducing variability, and improving overall supply chain performance, which are critical in a strategic sourcing model.

Enhancing Strategic Value: Acquiring these competencies enables supply chain professionals to contribute strategically to the organization by driving process improvements and achieving significant cost savings.

Communicating with Senior Management: While financial and technological skills are also important, Six Sigma and quality competencies provide a direct impact on operational efficiency and effectiveness, aligning well with strategic goals.

Reference: The benefits of Six Sigma and quality management in strategic sourcing are well-documented in supply chain management literature and resources such as 'Lean Six Sigma for Supply Chain Management' by James William Martin and the American Society for Quality (ASQ).

Question 7

Question Type: MultipleChoice

A supply manager for a real estate firm contacts the supply manager of an insurance company to learn about maintaining up-to-date supplier profile records. After sharing some ideas, the supply managers agree to stay in touch and keep each other abreast of future enhancements in this area

a. This is an example of

Options:

A- groupthink

B- peer networking

C- synergy

D- mentoring

Answer:

B

Explanation:

Understanding the Interaction: The supply managers from the real estate firm and the insurance company are engaging in a professional exchange to share best practices and stay updated on improvements in maintaining supplier profile records.

Definition of Peer Networking: Peer networking involves establishing and maintaining professional relationships with individuals in similar roles across different organizations to share knowledge, resources, and support.

Relevance to the Scenario: The agreement to stay in touch and keep each other abreast of future enhancements is a clear example of peer networking, as it facilitates ongoing professional development and mutual support.

Benefits: Peer networking helps professionals stay informed about industry trends, best practices, and innovative solutions, ultimately enhancing their performance and the performance of their organizations.

Reference: Peer networking is emphasized in professional development resources and literature, including works by the Harvard Business Review and professional associations like the Institute for Supply Management (ISM).

Question 8

Question Type: MultipleChoice

A supply management department is experiencing unusually high turnover, and some employees are even leaving for positions with lower salaries or titles. Exit interviews reveal dissatisfaction with the repetitive nature of work and frustration that the department offers few opportunities for professional growth. Which of the following relates MOST closely to these concerns?

Options:

- A- Motivation-Hygiene theory
- B- Theory X/Theory Y
- C- Work/life balance
- D- Reinforcement approach

Answer:

A

Explanation:

Understanding Turnover Causes: The high turnover rate and employees leaving for lower salaries or titles indicate dissatisfaction with the work environment, particularly the repetitive nature of work and limited professional growth opportunities.

Motivation-Hygiene Theory: This theory, proposed by Frederick Herzberg, distinguishes between motivators (factors that lead to job satisfaction and motivate employees to perform better) and hygiene factors (factors that can lead to job dissatisfaction if missing but do not necessarily motivate if increased).

Relevance to the Situation: The dissatisfaction with repetitive work and lack of professional growth opportunities are classic examples of missing motivators. While these factors do not directly lead to dissatisfaction, their absence makes the job unappealing.

Addressing the Issue: To reduce turnover, the supply management department should focus on improving job enrichment, providing professional development opportunities, and ensuring employees find their work meaningful and engaging.

Reference: Herzberg's Motivation-Hygiene Theory is extensively discussed in organizational behavior and human resource management literature, such as 'Work and the Nature of Man' by Frederick Herzberg and various HRM textbooks.

Question 9

Question Type: MultipleChoice

A supply manager is looking to engage internal stakeholders. The supply manager contacts the digital marketing team to understand what projects they are working on and where procurement can add value. The digital marketing team has not dealt with procurement in the past and does not understand what support supply management can provide. Which of the following is the NEXT step supply management should take?

Options:

- A-** Conduct a needs analysis with the digital marketing stakeholders
- B-** Send the team procurement studies to demonstrate their knowledge of the field

C- Establish rules and guidelines for departments not previously engaged

D- Schedule time with the team's leadership to discuss engagement

Answer:

A

Explanation:

Understanding Stakeholder Needs: The digital marketing team has not dealt with procurement before and may not understand the value supply management can provide. Conducting a needs analysis helps identify their specific needs and pain points.

Building Relationships: Engaging with the digital marketing team through a needs analysis fosters open communication and collaboration, building a foundation for a strong working relationship.

Customized Solutions: The insights gained from the needs analysis enable supply management to tailor their support to the specific requirements of the digital marketing team, demonstrating their value effectively.

Effective Engagement: This proactive approach ensures that supply management's efforts are aligned with the needs of the digital marketing team, leading to more meaningful and impactful engagement.

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Question 10

Question Type: MultipleChoice

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?

Options:

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

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.

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