The following worksheets are supplemental materials within the CPSM Instructor Courseware. You may utilize the worksheets to condense key information on Competencies or Tasks.
CPSM Exam 3
Leadership and Transformation in Supply Management
Task 3-A-1

- Identify the basis of supply management's mission

- List some typical supply management processes

- List some typical supply management capabilities

- Define the two dimensions of customer requirements and key elements of meeting each

- Discuss the impact of organizational dynamics on supply management
Task 3-A-1

- What affects supply management’s influence on overall organizational decisions?

- Name four major outcomes of internal negotiations and synergies
Task 3-A-2

- Why are budgets critical to an organization?

- Name three types of supply management budgets

- What are the two types of standard costs and how do they differ?

- What does a strategic plan do and what goes into creating one?
Task 3-A-3

- Define goals and identify the criteria they should meet

- Explain the differences in (1) strategic and operational goals and (2) quantitative and qualitative goals

- Identify seven key areas of business planning

- Name and define four types of business plans
Task 3-A-3

- Compare internal and external goal alignment

- Discuss the following pricing structures
  - Market-based
  - Cost approach
  - Loss leader
  - Market demand

- Discuss three areas where supply management has responsibility for contribution to profit

- List some of the considerations in developing a commodity supply plan
Task 3-A-4

- Discuss five basic strategies organizations pursue to attain business goals

- Describe supply management’s role in analyzing potential merger and acquisition (M&A) opportunities including key areas of concern

- Define due diligence and list major areas that should be addressed in detailed analyses of external and internal environments and financial strength and status

- Describe how and when to divest assets
Task 3-B-1

- How does trust and credibility affect supply management success?

- What benefits does supply management bring to the organization?

- Identify five organizational expectations of supply management

- Identify leadership techniques for outstanding teams

- At what point can you say that “joint accountability” occurs?
Task 3-B-2

- What is a “cross-functional” team?

- Identify four typical supply management roles on teams

- Define “synergy”

- Identify the five phases of team building
Task 3-B-2

- Identify the six step approach to conflict resolution

- Describe the common link between effective metrics and employee performance
Task 3-B-3

- What is “situational analysis?”

- What is a “learning organization?”

- Peter Senge identified five components that converge to enable an organization to “learn.” What are they?

- What are elements of a value proposition that supply management should have?
Task 3-B-4

- How does supply management’s communication with senior management differ from communication with first line supervision?

- Name 5 methods of communication and explain

- What is the value of influence?
Task 3-B-5

- Identify four key guidelines for effective meetings

- Identify three key points about the way supply management is changing

- Identify five guidelines for communicating with management

- We identified 7 types of laws of interest to supply management. Briefly describe each
Task 3-C-1

- Identify at least five of the eight advantages of centralization

- Identify at least three of the four advantages of decentralization

- Identify and define five forms of hybrid structure

- Name four types of supply management organization structures

- What is “aggregation management” and how does it affect supply management?
Task 3-C-2

- How does today’s supply management environment differ from the older, traditional view?

- What is the difference between a job description and job specifications?

- What is “job enrichment?”

- Name the three key components of job design

- How does job design impact staffing?

- Define the term “span of influence”
Task 3-C-3

- When discussing organizational objectives, what is meant by the term “congruence?”
- Identify six reasons for departmental performance appraisal
- Name and define the eight steps in department-level evaluation
- Identify three before-the-fact management controls
- Identify three during-the-fact management controls
- Identify three after-the-fact management controls
Task 3-C-3

- Articulate the steps in the performance measurement process

- Name and give examples of 5 categories of performance metrics

- Identify some of the criteria for good performance measures

- Define KPIs and give 3 supply management examples, including how to measure

- What is a corrective action process and when, why and how is it used in the performance measurement process?
Task 3-C-4

- How does training fit into a strategic supply plan?

- What’s the difference between organization skill set requirements and position skill set requirements?

- What is the link between challenging work assignments and employee turnover rates?

- Identify at least four of the six types of tests for potential employees

- Identify any legal implications related to testing potential employees
Task 3-C-4

- Describe the four types of interviews

- What are the advantages and disadvantages of promoting from within, rather than hiring from outside?

- Identify five of the seven factors conducive to job satisfaction
Task 3-C-5

- What is the first step in determining training and development needs?

- What is “gap analysis?”

- Identify and define each of the six-steps in a supply management career development and needs assessment process

- Identify and define five types of job training

- What are the value of professional certification, formal education and trade associations?
Task 3-C-6

- Describe criteria that effective performance measures must meet

- Discuss the steps involved in the evaluation of employees

- Identify multiple sources of input that can be used to assess an employee’s contribution to the organization
Task 3-C-7

- Identify and define the five phases of delegation

- What are the organizational implications of a “diverse” work force?

- What is the difference between a formal and an informal work group?

- Identify five of the seven characteristics of a good work group
Task 3-C-7

- Define “leadership”

- Identify the five steps for managing change

- Identify the typical reasons for failure of change initiatives
Task 3-C-8

- Describe the pros and cons of a “mentoring” approach to employee training

- Identify at least eight of the eleven characteristics of an effective succession plan

- What are the benefits of succession planning?

- What is “job rotation” and what is its primary objective?
Task 3-D-1

- Define each of the following and explain the importance
  - Big data analytics
  - Data visualization
  - Enterprise resource planning (ERP) and other data management systems
  - Artificial intelligence (AI) and cognitive procurement
  - Cloud computing technology
  - Blockchain technology
Task 3-D-2

- Define business intelligence

- What are sources of business intelligence (BI)?

- How can supply management utilize BI to gain a competitive advantage?

- Define strategy research

- Define social network analysis

- What are two type of social network analysis metrics?

- Why is it important to network?
Task 3-E-1

- Describe the following types of risks
  - Geopolitical
  - Environmental
  - Public relations
  - Financial
  - Operational
  - Brand/reputation
  - Legal
  - Technical
  - Data security
Task 3-E-2

- Identify the first step in risk management and describe what it entails
- Define risk assessment
- What is a risk profile and how can you change it?
- List key elements of risk monitoring
Task 3-E-3

- How to implement a claims management program?
- What are the types of breaches of contract?
- What are the steps to file a claim?
- What are the types of damages?
Task 3-E-4

- Identify the impact of SOX on records management

- Describe key elements of an organization’s records management and records retention policies/programs

- Define database management and data classification

- List types of data that a supply management system should include
Task 3-E-5

- Define hazardous waste

- Why are organizational values and policies important?

- Summarize the ways organizations use audits to ensure environmental compliance

- Identify two business reasons for adopting environmentally responsible practices

- Describe the use of ISM Principles of Sustainability and Social Responsibility
Task 3-E-6

- Explain how each of the following are used to ensure compliance with supply management policies
  - Audits
  - Validation
  - Reporting
  - Remediation
  - Training

- Describe supplier diversity, social responsibility and ethics policies and identify who has to comply
Task 3-E-7

- List reasons for an audit

- Name the types of audits

- Discuss ISO, SOX, IFRS

- Describe the corrective action process that occurs as a result of an audit

- What is an auditor's report?
Task 3-E-8

- How do you assess the risk of doing business with third parties and their subcontractors?

- What are some ways Supply Manage can manage the risk of doing business with third parties and their subcontractors?

- What are some control monitoring methods?

- How would you avoid or pre-empt risks in the first place? (resolution techniques)
Task 3-E-9

- What are some indicators of fraud or fraudulent activities?

- What is the fraud triangle?

- What are ways to mitigate fraud?
Task 3-F-1

- Articulate the issues surrounding ethical and socially responsible behavior with external suppliers

- What do we mean when we refer to “behavior that is guided by the”
  - Code of conduct?
  - Organizational policies?
  - Legal statute?

- What is the UN Global Compact and what are its key components?
Task 3-F-1

- Define
  - Libel
  - Slander
  - Disparagement
  - Bribery
Task 3-F-2

- Identify six sources of information on socially or economically disadvantaged suppliers/historically underutilized businesses or other country’s equivalent

- What are the requirements for a supplier to become certified as a small business/small disadvantaged business (SB/SBD)?

- What are the key organizational influences on success of a supplier diversity program?
Task 3-F-3

- What is the intent of the Comprehensive Environmental Response, Compensation, and Liability Act?

- Outline environmental responsibility and compliance including
  - Legislation
  - Risk transfer
  - Auditing
  - Waste minimization
  - Renewable resources
Task 3-F-3

- Identify three ways to minimize waste

- Discuss the legal implications of insulating against risk
Task 3-F-4

- Articulate supply management’s role in the execution of supply chain safety policies and procedures by examining
  - Ethical responsibilities
  - Legal responsibilities

- Define RoHS and its purpose

- Define REACH and its purpose

- What are the requirements related to Safety Data Sheets (SDS)?

- What is the value of focusing on supplier and subcontractor safety history?
Task 3-F-5

- What is the purpose of the ISM Principles of Sustainability and Social Responsibility?

- What are some ways to identify reputational risk tolerance for your organization?

- Why have metrics? Audit procedures?

- What purpose does an outreach strategy serve?
Task 3-F-6

- Name and describe the primary purpose five global laws and regulations

- What is the importance of organizational policies and procedures?

- Describe diversity training

- What is unconscious bias?