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## *Managing Teams and Individuals*

**[L5M1]**  
*Core*  
*Study Guide*

**Level 5**  
Advanced Diploma in  
Procurement and Supply

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## CIPS Managing Teams and Individuals Sample Questions (Q22-Q27):

### NEW QUESTION # 22

ABC Ltd is a software development company and employs around 100 people. Its executive Board of Directors is considering investing more resources in employee development. Briefly describe what is meant by employee development and explain the positive impacts of lifelong learning (25 points).

#### Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

#### Part A - Employee Development (5-8 marks):

Employee development refers to the ongoing process of improving staff knowledge, skills, and behaviours to enhance their performance and career progression. It includes both formal methods such as training courses, mentoring, and professional qualifications, and informal methods such as on-the-job learning, self-directed study, and peer collaboration. For ABC Ltd, employee development could mean providing software engineers with technical training, leadership coaching, or professional certifications to improve capability and engagement.

#### Part B - Positive Impacts of Lifelong Learning (15-18 marks):

Improved performance and productivity: Continuous learning ensures employees remain skilled in the latest technologies, enabling ABC Ltd to deliver innovative software solutions and maintain competitiveness.

Employee motivation and morale: When staff see the company investing in their development, they feel valued, which increases engagement and reduces alienation.

Retention and loyalty: Lifelong learning encourages employees to stay with the organisation as they see opportunities for growth, reducing turnover costs.

Adaptability and resilience: In fast-moving sectors such as software, continuous learning helps staff adapt to new tools, coding languages, and market changes, ensuring the business remains agile.

Innovation and creativity: Learning stimulates new ideas and problem-solving approaches, leading to more effective solutions in product development and project delivery.

Career progression and leadership pipeline: Lifelong learning develops not only technical skills but also soft skills such as communication, negotiation, and leadership, building the next generation of managers.

Conclusion:

Employee development is about building skills, knowledge, and behaviours to improve individual and organisational performance. Lifelong learning delivers multiple benefits, including productivity, innovation, motivation, and retention. For ABC Ltd, investing in continuous development will strengthen competitiveness, employee satisfaction, and long-term organisational success.

### NEW QUESTION # 23

(Explain 5 different metaphors that can be used to describe an organisation)

#### Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

Organisations can be understood in many different ways through metaphors, which help managers and leaders interpret behaviour, culture and performance. Morgan's metaphors are widely used to explain these perspectives. Five key metaphors are explained below.

The first metaphor is the organisation as a machine. Here the business is seen like a well-oiled mechanism with standardised processes, clear rules, hierarchy and repeatable outputs. This works well for efficiency and control, for example in a procurement shared services function, but can be rigid and demotivating if flexibility and creativity are required.

The second is the organisation as an organism. This views the business as a living system that must adapt to its environment. Structures, processes and leadership styles must "fit" the context, whether technological, market-driven or human needs. In procurement, this could be seen when category teams adapt to sudden supply market changes, showing flexibility to survive in a dynamic environment.

The third is the organisation as a brain. This emphasises learning, feedback loops, and knowledge-sharing, where continuous improvement and innovation are central. Leaders encourage collaboration, reflection and data-driven decision-making. For procurement, this might be using spend analytics, lessons learned from supplier negotiations, and knowledge sharing across teams to improve sourcing strategies.

The fourth metaphor is the organisation as a culture. This highlights the shared values, beliefs and rituals that shape "how things are done." Leadership here involves role-modelling behaviours, building ethical cultures, and maintaining consistency between words and

actions. In procurement, culture may show through an organisation's commitment to ethical sourcing, sustainability, and supplier diversity.

Finally, the organisation as a political system sees it as an arena of power and influence where decisions are made through negotiation, persuasion and coalition-building. Managers must understand power bases and stakeholder interests. In procurement, for instance, winning senior approval for a sourcing strategy may require influencing finance, operations, and CSR teams with different agendas.

In summary, each metaphor offers insights into how organisations function. The machine focuses on control, the organism on adaptability, the brain on learning, the culture on shared values, and the political system on power and influence. Good leaders in procurement should recognise that all these metaphors may apply in different situations, and use them to manage individuals and teams more effectively.

#### **NEW QUESTION # 24**

What is meant by emotional intelligence? (5 points). In what ways is a high emotional intelligence quotient (EQ) beneficial to the procurement department of an organisation? (20 points)

##### **Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

Definition of Emotional Intelligence (5 points):

Emotional Intelligence (EI), popularised by Daniel Goleman, is the ability to recognise, understand, and manage one's own emotions as well as the emotions of others. It involves self-awareness, self-regulation, motivation, empathy, and social skills. A high EQ enables individuals to manage stress, build strong relationships, and influence others effectively.

Benefits of High EQ in Procurement (20 points):

Improved Negotiation Skills: Procurement professionals with high EQ can read emotions, adapt communication styles, and manage conflict effectively during supplier negotiations. This leads to stronger outcomes and sustainable supplier relationships.

Stronger Stakeholder Management: EQ helps buyers understand the needs and concerns of internal stakeholders (finance, operations, CSR). This fosters trust, persuasion, and collaboration in category strategies.

Conflict Resolution: In diverse teams or complex supply chains, conflict is common. High EQ managers can defuse tensions, listen actively, and find win-win solutions, maintaining team cohesion and supplier cooperation.

Resilience Under Pressure: Procurement often deals with supply crises, deadlines, or cost pressures. High EQ professionals manage stress, stay calm, and make rational decisions under pressure, maintaining credibility.

Team Leadership and Motivation: Managers with high EQ can inspire, coach, and support individuals, recognising different personalities and motivations. This improves morale, retention, and performance in procurement teams.

Ethical and Responsible Behaviour: High EQ includes empathy and awareness of wider impacts. Procurement leaders with EQ are more likely to consider ethical sourcing, sustainability, and supplier welfare, aligning decisions with organisational values.

Change Management: Procurement functions often undergo transformation (e.g., digital tools, supplier consolidation). Leaders with high EQ can communicate sensitively, understand employee concerns, and build buy-in for change.

Conclusion:

Emotional intelligence is the ability to manage emotions and relationships effectively. In procurement, high EQ strengthens negotiations, builds trust with stakeholders, resolves conflicts, motivates teams, and supports ethical and sustainable practices. It is therefore a critical capability for procurement leaders aiming to achieve both operational excellence and strategic value.

#### **NEW QUESTION # 25**

Kevin is the Head of Procurement at a manufacturing company and oversees the work of a team of 32 procurement professionals. The different people within his team have a varying level of knowledge and skills and they all work on different projects, some of which are more important than others. Based on Kevin's concern for the team member's performance and his concern for the task they are completing, describe FIVE leadership styles Kevin could employ. Your answer may make reference to Blake and Mouton's Leadership Grid (25 points).

##### **Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

Blake and Mouton's Leadership Grid highlights five leadership styles based on two dimensions: concern for people and concern for task. Kevin can use different styles depending on the skills of his team and the importance of each project.

#### **Impoverished Management (Low task/Low people)**

This style shows little concern for people or performance. Kevin would provide minimal guidance or support, essentially leaving the team to their own devices. While not usually effective, it may be applied temporarily where staff are highly capable and self-motivated, or in less critical projects where close oversight is not needed.

#### **Country Club Management (High people/Low task)**

Here, Kevin shows strong concern for people but little focus on results. He prioritises team harmony, morale, and relationships. This could be used with a new or inexperienced team to build confidence and trust, but it risks low performance if project deadlines or targets are missed.

#### **Task Management (High task/Low people)**

This style focuses heavily on performance, structure, and efficiency, with little attention to employee needs. Kevin might use this in high-pressure procurement projects, such as negotiating urgent supply contracts, where results are critical. However, overuse can demotivate staff and create high turnover.

#### **Middle-of-the-Road Management (Medium task/Medium people)**

This is a balanced approach where Kevin gives some attention to both people and results but does not excel in either. It produces average performance and morale. Kevin might use this style for steady projects with moderate importance, though it risks mediocrity if not adapted when situations demand more.

#### **Team Management (High task/High people)**

This is considered the most effective style, where Kevin drives high performance while also motivating and supporting his team. He involves employees in decision-making, sets challenging goals, and encourages collaboration. For example, in strategic procurement projects, Kevin could adopt this style to achieve strong results while also developing his team's skills.

By switching between these styles, Kevin can match leadership behaviours to the skills of his team and the importance of the task. For example, urgent, high-value contracts may need task management, while long-term development projects may benefit from team management.

#### **Conclusion:**

Blake and Mouton's grid provides five leadership styles - impoverished, country club, task-focused, middle-of-the-road, and team management. Each has strengths and weaknesses, and Kevin's role as Head of Procurement is to adapt his approach depending on the project demands and the skills of his team members. By applying situational leadership, he can ensure both high performance and team engagement.

### **NEW QUESTION # 26**

Discuss the importance of the following when entering a negotiation with a new supplier: curiosity, creative thinking, reflective analysis (25 points).

#### **Answer:**

##### **Explanation:**

See the Explanation for Detailed Answer

##### **Explanation:**

When entering negotiations with a new supplier, a procurement professional must use a variety of interpersonal and cognitive skills to achieve the best outcome. Three important qualities are curiosity, creative thinking, and reflective analysis.

##### **Curiosity (8-9 marks):**

Curiosity means asking questions, exploring options, and seeking to understand the supplier's position. In a negotiation, curiosity allows the buyer to uncover the supplier's motivations, constraints, and priorities. For example, asking why a supplier has higher costs may reveal underlying logistics challenges, which could be solved collaboratively. Curiosity builds rapport, demonstrates interest, and helps procurement move beyond price to explore value-added benefits such as quality improvements or sustainability initiatives.

##### **Creative Thinking (8-9 marks):**

Creative thinking is about generating new solutions and finding alternatives to traditional approaches. In negotiation, this may involve looking for win-win outcomes rather than focusing only on cost. For example, instead of demanding lower prices, procurement could propose longer contracts, volume commitments, or joint innovation projects that benefit both parties. Creative thinking expands the scope of negotiation and helps develop more sustainable supplier relationships.

##### **Reflective Analysis (8-9 marks):**

Reflective analysis involves reviewing past experiences and learning from them to improve decision-making. Before negotiating, procurement professionals can reflect on what has worked or failed in previous negotiations. During the negotiation, reflective analysis helps assess whether strategies are effective and adapt accordingly. After the negotiation, reflection allows continuous improvement in approach. For example, a buyer may reflect on why a past supplier negotiation failed due to being too aggressive, and adjust by using more collaborative tactics with the new supplier.

##### **Conclusion:**

Curiosity helps procurement gather insights, creative thinking enables innovative solutions, and reflective analysis ensures continuous improvement. Together, these skills allow procurement professionals to build trust, secure better value, and establish strong long-

term relationships with new suppliers.

## NEW QUESTION # 27

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