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## **CIPS Managing Teams and Individuals Sample Questions (Q21-Q26):**

### **NEW QUESTION # 21**

Discuss 3 main sources of conflict that may arise within a group (15 points). What positive and negative outcomes may arise from conflict? (10 points).

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

**Part A - Sources of Conflict (15 points):**

Conflict is natural in groups and arises when individuals or teams have incompatible goals, interests, or behaviours. Three common sources are:

Task-based conflict - This occurs when members disagree about the content of the work, objectives, or methods. For example, in a procurement team, conflict may arise over whether to prioritise cost savings or sustainability in supplier selection.

Relationship conflict - This stems from personality clashes, communication breakdowns, or differences in working styles. For instance, an extroverted negotiator may clash with an introverted analyst who prefers data-driven approaches.

Resource conflict - Groups often compete for limited resources such as time, budget, or staff. In procurement, this could occur if multiple project teams require the same supplier's resources or internal budgets.

**Part B - Outcomes of Conflict (10 points):**

Positive outcomes:

Can lead to creativity and innovation as different perspectives are debated.

Encourages problem-solving and improvement of processes.

Strengthens understanding when conflicts are resolved constructively.

Negative outcomes:

May reduce morale and trust if personal attacks or unresolved tension occur.

Can delay projects, damage productivity, and harm relationships with stakeholders or suppliers.

Creates stress and alienation, leading to higher turnover if prolonged.

In procurement, positive conflict may lead to innovative supplier solutions, while negative conflict may damage supplier negotiations or internal collaboration.

Conclusion:

The three main sources of conflict are task, relationship, and resource issues. Conflict is not always harmful - it can drive improvement and creativity if managed well, but if left unresolved, it can damage morale, performance, and stakeholder relationships. Managers must therefore encourage constructive conflict while minimising destructive forms.

## **NEW QUESTION # 22**

Buttons Ltd is a clothing manufacturer. It began as a very small enterprise but over the last 3 years it has grown and has become very successful. The company has decided it needs a dedicated procurement and supply chain function to help source materials for its clothing. Describe the scope of the procurement and supply chain function (10 points) and explain what knowledge, behaviours and skills will be required by those recruited to work in the department (15 points).

### **Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

**Part A - Scope of Procurement and Supply Chain (10 points):**

The scope of procurement and supply chain at Buttons Ltd will cover all activities involved in sourcing, purchasing, and managing the flow of materials needed for clothing production.

This includes sourcing raw materials such as fabrics, zips, and buttons from reliable suppliers, ensuring cost efficiency and quality. It also covers supplier selection and management, including contract negotiation and supplier relationship management. The function will ensure compliance with ethical and sustainable sourcing standards, which are increasingly important in the fashion industry.

The supply chain scope also involves logistics and inventory management, ensuring that materials are delivered on time to support production schedules and that stock levels are optimised to avoid delays or overstocking. Additionally, procurement must manage risk and continuity of supply, identifying alternative sources in case of disruptions. Finally, procurement contributes to strategic decisions by aligning sourcing activities with company objectives such as cost reduction, sustainability, and innovation.

**Part B - Knowledge, Behaviours and Skills Required (15 points):**

Knowledge:

Understanding of sourcing and supply chain processes (tenders, contracts, logistics).

Knowledge of ethical and sustainable procurement, ensuring materials are responsibly sourced.

Awareness of fashion industry requirements such as lead times, quality standards, and supplier markets.

Behaviours:

Professional integrity and ethics, ensuring fair treatment of suppliers and compliance with standards.

Collaboration and teamwork, working across departments (design, finance, production).

Adaptability and resilience, since the clothing industry faces rapid changes in demand and supply risks.

Skills:

Negotiation skills to secure best value while maintaining supplier relationships.

Analytical skills to assess supplier performance, costs, and risks.

Communication skills to liaise with suppliers and internal stakeholders effectively.

Problem-solving skills to manage supply chain disruptions and ensure continuity.

For example, a procurement professional at Buttons Ltd might need to negotiate fabric supply contracts while ensuring the supplier meets sustainability standards and delivers within tight production deadlines.

Conclusion:

The procurement and supply chain function at Buttons Ltd will be responsible for sourcing, supplier management, logistics, and risk management, supporting the company's growth and competitiveness. To succeed, staff must demonstrate strong knowledge of procurement processes, ethical behaviours, and key skills such as negotiation, analysis, and communication. Together, these ensure the function delivers value and supports the company's long-term goals.

### **NEW QUESTION # 23**

What is the 'human relations' approach to management? (20 points)

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

The human relations approach to management developed in the 1930s and 1940s as a reaction against earlier mechanistic approaches such as Taylorism and bureaucracy. It emphasises that employees are not just motivated by money and rules, but also by social needs, relationships, and recognition. The approach highlights the importance of communication, teamwork, leadership style, and employee well-being in achieving organisational success.

The foundation of this school came from the Hawthorne Studies (Elton Mayo), which showed that productivity improved not just because of physical conditions, but because workers felt valued and observed. This demonstrated the importance of social factors such as morale, group belonging, and management attention.

Key principles of the human relations approach include:

Focus on people rather than just processes - recognising employees as individuals with social and emotional needs.

Motivation through recognition and belonging - linking to theories such as Maslow's hierarchy of needs and Herzberg's motivators.

Leadership style matters - supportive, participative leadership fosters engagement, unlike autocratic control.

Team dynamics are critical - informal groups, communication patterns, and cooperation influence productivity.

Job satisfaction drives performance - happy, respected employees are more productive and loyal.

Advantages of the human relations approach include higher employee engagement, improved morale, stronger teamwork, and reduced turnover. It recognises employees as assets rather than costs.

Disadvantages include the risk of overemphasising relationships at the expense of efficiency or results, and the possibility of managers manipulating employees through "false concern." It can also be less effective in highly standardised, rule-bound environments where compliance is critical.

In procurement, the human relations approach may be applied by creating strong team cohesion, involving staff in decision-making, recognising contributions, and offering development opportunities. For example, involving buyers in supplier strategy discussions and giving recognition for successful negotiations can boost morale and performance.

In conclusion, the human relations approach recognises that people are motivated by social and psychological needs, not just financial incentives. It highlights the importance of communication, leadership, and teamwork in driving performance. While it should be balanced with attention to efficiency, it remains highly relevant for modern managers in creating motivated and productive teams.

### **NEW QUESTION # 24**

Describe ONE model for classifying stakeholders. When communicating with different types of stakeholders, for example to notify them of an intended purchase of high value, how should this be managed by the Procurement Function of an organisation? (25 points).

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

One widely used model for classifying stakeholders is Mendelow's Power-Interest Matrix. This model categorises stakeholders based on their level of power (ability to influence decisions) and their level of interest (degree of concern in the issue). It helps managers decide how to engage with different stakeholders effectively.

**High Power / High Interest - Key Players:** These stakeholders must be closely managed and fully engaged. For example, the Finance Director or Hospital CEO when approving a high-value purchase. Procurement should provide detailed briefings, involve them in decision-making, and ensure their concerns are addressed.

**High Power / Low Interest - Keep Satisfied:** These stakeholders can influence outcomes but may not have strong interest in day-to-day procurement. For instance, regulatory bodies or legal advisors. Procurement should provide concise updates and ensure compliance to avoid dissatisfaction.

**Low Power / High Interest - Keep Informed:** These stakeholders care about the outcome but have limited influence. For example, end-users of medical equipment or nurses in a hospital setting. Procurement should communicate progress, seek feedback, and maintain transparency.

**Low Power / Low Interest - Minimal Effort:** These stakeholders require only basic information. For example, general staff not directly impacted by a procurement decision. Simple updates or summaries are enough to keep them engaged.

When communicating about a high-value purchase, the Procurement Function should tailor its communication strategy according to this classification. Key players (high power, high interest) must be involved early with full transparency, including risk assessments and supplier evaluations. Stakeholders with high interest but low power should be consulted to build trust and buy-in, while those with high power but low interest should receive enough information to stay satisfied. Procurement should also ensure consistent, professional communication that reflects the importance of the purchase and builds confidence in the process.

Conclusion:

Mendelow's Power-Interest Matrix provides a structured way to classify stakeholders. By adapting communication to each category - managing key players, keeping others satisfied or informed - the Procurement Function ensures effective stakeholder engagement, minimises resistance, and gains approval for high-value purchases.

## **NEW QUESTION # 25**

Explain what a 'bureaucratic' management style is (10 points). What are the advantages and disadvantages of this? (10 points)

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

A bureaucratic management style is based on the theories of Max Weber, who described bureaucracy as a structured, rule-based and hierarchical way of organising work. In this style, managers rely heavily on formal rules, policies and procedures to direct employee behaviour. Decision-making authority follows a clear chain of command, and employees are expected to follow established processes without deviation. Job roles are highly specialised and responsibilities are clearly defined. The emphasis is on order, consistency and compliance rather than flexibility or creativity.

This approach is often seen in government departments, regulatory bodies, or large organisations where compliance, accountability and control are critical. For example, in procurement and supply, bureaucratic management may be applied in highly regulated environments such as public sector purchasing, where adherence to policies, legal frameworks and audit requirements is essential.

Advantages of the bureaucratic style include:

Clarity and consistency: clear rules and procedures mean employees know exactly what is expected of them.

Fairness and equality: decisions are made based on rules, not personal favouritism, reducing bias.

Accountability and control: strong documentation and audit trails improve transparency.

Efficiency in routine tasks: structured processes can streamline repetitive, transactional work (e.g., purchase-to-pay).

Disadvantages include:

Inflexibility: rigid rules make it difficult to adapt to change or unique situations.

Low motivation: workers may feel disempowered or demoralised by lack of autonomy.

Slow decision-making: multiple levels of approval can create delays.

Stifled innovation: focus on compliance discourages creativity and proactive problem-solving.

In conclusion, the bureaucratic management style is effective where consistency, compliance and control are needed, such as in regulated procurement activities. However, it can be limiting in dynamic environments where flexibility, innovation and speed of decision-making are essential. Successful managers may therefore adopt bureaucratic methods for governance but balance them with more adaptive styles for strategic and innovative work.

## **NEW QUESTION # 26**

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