

完璧-効率的なL5M1サンプル問題集試験-試験の準備方法L5M1模擬試験最新版



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CIPS L5M1 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<ul style="list-style-type: none"> Understand, Analyse, and Apply Management and Organisational Approaches: This section of the exam measures skills of Operations Managers and covers the understanding and evaluation of organisational behaviour and management approaches. It assesses knowledge of individual and team behaviour, organisational structures, and the psychological contract, as well as factors like STEEPLD influences. Candidates are tested on traditional and contemporary management approaches, including administrative, scientific, and human relations methods, as well as postmodernism, socio-technical systems, and distributed leadership. The role of individuals, teams, and organisational culture in shaping behaviour is also evaluated.
トピック 2	<ul style="list-style-type: none"> Understand and Apply Approaches to Managing Individuals: This section of the exam measures skills of HR Managers and focuses on managing individual behaviour effectively. It examines how differences in behavioural characteristics affect management style and approach, highlighting diversity, emotional intelligence, and assessment techniques for development. The section also covers the creation and management of knowledge, formal and informal learning processes, cognitive and behavioural learning theories, motivation theories including intrinsic and extrinsic factors, and factors influencing job satisfaction such as job design, collaboration, and flexible working arrangements.
トピック 3	<ul style="list-style-type: none"> Understand and Apply Approaches to Planning and Managing Work Groups or Teams: This section of the exam measures skills of Team Leaders and covers the dynamics and effectiveness of work groups or teams. Candidates are tested on understanding group vision, values, norms, and alignment, as well as formal and informal group structures. The syllabus includes strategies for developing effective teams, team roles, self-managed teams, virtual team management, diversity benefits, and conflict management. It also assesses knowledge of team development, learning integration, role congruence, and approaches for merging, disbanding, or changing teams.

トピック 4	<ul style="list-style-type: none"> Assess the Application of Management Concepts and Principles in a Procurement and Supply Function: This section of the exam measures skills of Procurement Managers and focuses on applying management principles within procurement and supply operations. Candidates are tested on aligning team knowledge, skills, and behaviours with organisational strategy, defining the scope of operations, and developing teams. The syllabus also includes managing stakeholder relationships, building trust, promoting collaboration, fostering a culture of learning, sharing procurement knowledge, professional development, and the importance of personal behaviours such as unbiased decision-making, communication, creativity, and reflective practice to enhance procurement and supply effectiveness.
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>> L5M1サンプル問題集 <<

L5M1試験の準備方法 | 真実的なL5M1サンプル問題集試験 | 効果的な Managing Teams and Individuals 模擬試験最新版

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CIPS Managing Teams and Individuals 認定 L5M1 試験問題 (Q10-Q15):

質問 # 10

Describe 4 reasons why groups may form within an organisation. (25 points).

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

Groups are an essential feature of organisational life. A group can be defined as two or more individuals who interact and work together to achieve a purpose. Groups may be formally created by management or may form informally through social interaction. There are several reasons why groups form in organisations.

The first reason is task and goal achievement. Formal groups are created to achieve organisational objectives that require collaboration. For example, in procurement, a cross-functional sourcing group may be formed to run a tender process involving operations, finance, and procurement staff. Individuals form these groups because working together helps them achieve outcomes that they could not accomplish alone.

The second reason is social and psychological needs. According to Maslow's hierarchy of needs, people seek belonging and relationships. Informal groups often form to meet these needs, providing friendship, support, and a sense of identity. In Star Fish Ltd, for instance, employees working remotely may form a social group using Teams or WhatsApp to stay connected and reduce feelings of isolation.

The third reason is safety and security. Groups can give members confidence and protection when facing uncertainty or change. For example, during organisational restructuring, employees may form informal groups to share information and support each other, making them feel less vulnerable. In procurement, staff may collaborate in groups to manage supplier risks or market volatility.

The fourth reason is power and influence. Groups provide individuals with a stronger collective voice. Trade unions are a formal example, but informal groups can also lobby management or resist unpopular changes. In procurement, buyers might form a group to influence senior managers on issues such as introducing sustainable sourcing practices. By forming groups, individuals can increase their bargaining power and impact decisions.

In conclusion, groups form for task achievement, to satisfy social needs, to provide security, and to increase power and influence. Managers must understand these dynamics because groups can both support organisational objectives and create challenges if informal groups resist change. Effective leaders harness the benefits of group formation while addressing the risks to ensure both cohesion and productivity.

質問 # 11

Describe 5 stages of the lifecycle of a group (25 points).

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

The lifecycle of a group is often described using Tuckman's Five Stages of Group Development. This model explains how groups evolve over time, moving from initial formation to effective performance. The five stages are as follows:

1. Forming:

At this stage, the group is coming together for the first time. Members are polite, cautious, and uncertain of their roles. There is little conflict, but people look to the leader for guidance. For example, a new procurement project team might be established to source a new supplier. At this point, roles are unclear, and members rely on the manager to set objectives.

2. Storming:

As individuals begin to assert themselves, conflict often emerges. Differences in working styles, personalities, or priorities can lead to tension. In procurement, this might involve disagreements between finance and operations about whether to prioritise cost savings or quality. The leader's role here is to manage conflict and keep the team focused on objectives.

3. Norming:

Once conflicts are resolved, the group begins to establish shared norms, values, and ways of working. Roles and responsibilities become clearer, and collaboration improves. In a procurement context, the team may agree on supplier evaluation criteria and work more cohesively to achieve sourcing outcomes.

4. Performing:

The group is now fully functional and works effectively towards its goals. Members trust each other, communication flows well, and productivity is high. For example, the procurement team may now run tendering processes efficiently, negotiate with suppliers, and deliver strong results with minimal supervision.

5. Adjourning (or Mourning):

When the task is complete, the group disbands. This can cause feelings of loss for members who valued the team, but it also creates an opportunity to reflect on lessons learned. In procurement, this could involve completing a sourcing project, closing supplier contracts, and disbanding the cross-functional team after a lessons-learned review.

Conclusion:

The five stages of group development - forming, storming, norming, performing, and adjourning - describe how teams evolve over time. Understanding this lifecycle helps managers support their teams at each stage, managing conflict in storming, reinforcing collaboration in norming, and maximising results during performing. In procurement, applying Tuckman's model ensures that cross-functional teams move quickly from formation to high performance, delivering greater value to the organisation.

質問 # 12

Discuss 5 ways in which a Procurement Manager may approach conflict. You may refer to the Thomas Kilmann model in your answer (25 points).

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

Conflict is common in organisations and in procurement, where competing priorities, supplier issues, and internal pressures often clash. The Thomas-Kilmann Conflict Model identifies five different approaches managers may use to handle conflict, depending on the situation and the desired outcome.

The first approach is Competing (high concern for task, low concern for people). Here the manager asserts their own position to achieve quick results, even at the expense of relationships. For example, a procurement manager may insist on enforcing compliance with tendering rules despite stakeholder resistance. This is effective in crises but can harm morale if overused.

The second is Accommodating (low concern for task, high concern for people). In this style, the manager prioritises relationships by giving way to the other party's needs. For instance, a procurement manager might accept a stakeholder's preferred supplier to maintain goodwill, even if it is not the cheapest option. This preserves harmony but risks poor business outcomes if used too often.

The third approach is Avoiding (low concern for both task and people). Here, the manager withdraws from the conflict or postpones action. This may be appropriate when the issue is minor or when emotions are high, giving time for reflection. However, in procurement, avoiding conflict with a poor-performing supplier may worsen problems over time.

The fourth is Collaborating (high concern for both task and people). This involves working with others to find win-win solutions. For example, a procurement manager may work with finance and operations to balance cost, quality, and sustainability objectives in supplier selection. This is often the most effective approach but requires time and trust.

Finally, Compromising (medium concern for task and people) involves each side giving up something to reach a middle ground. For instance, a procurement manager may agree to split supplier contracts between two stakeholders' preferences. This provides quick solutions but may leave all parties partially dissatisfied.

Conclusion:

A procurement manager can approach conflict through competing, accommodating, avoiding, collaborating, or compromising. Each

has strengths and weaknesses. The best managers adapt their style depending on the importance of the issue, the urgency of the decision, and the relationships involved. In procurement, collaboration often delivers the most sustainable results, but flexibility across all five approaches is key.

質問 # 13

How can following the CIPS code of conduct ensure a procurement professional remains unbiased and acts ethically? (25 points).

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

The CIPS Code of Conduct sets out the ethical standards expected of procurement professionals. By adhering to this code, buyers are guided to remain impartial, transparent, and fair in all their decisions, ensuring that supplier selection and procurement practices are ethical and free from bias.

Firstly, the code requires professionals to act with integrity. This means avoiding conflicts of interest, declaring personal relationships with suppliers, and making decisions based on facts and evidence rather than personal preferences. For example, a buyer cannot award a contract to a supplier owned by a friend without declaring the relationship.

Secondly, the code emphasises transparency and fairness. Procurement professionals must ensure all suppliers are treated equally and given the same information during tendering processes. This prevents favouritism or hidden advantages for certain suppliers.

Thirdly, the code demands professional competence. This includes basing supplier decisions on objective evaluation criteria such as cost, quality, risk, and sustainability, rather than subjective or biased views. By applying standard evaluation models, professionals avoid unconscious bias.

Fourthly, the code promotes accountability. Procurement professionals are expected to keep proper records of decisions and provide audit trails. This reduces the opportunity for unethical practices such as bribery or corruption and ensures decisions can be justified.

Finally, the code supports sustainability and social responsibility. By considering environmental, ethical, and social factors in procurement, professionals act in the best interests of society and avoid discriminatory or exploitative practices.

Conclusion:

By following the CIPS Code of Conduct, procurement professionals remain unbiased by avoiding conflicts of interest, ensuring fairness, and using objective criteria. They also act ethically by maintaining transparency, accountability, and responsibility to wider society. This builds trust with stakeholders, improves supplier relationships, and protects the reputation of both the individual and their organisation.

質問 # 14

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

正解:

解説:

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.

質問 # 15

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