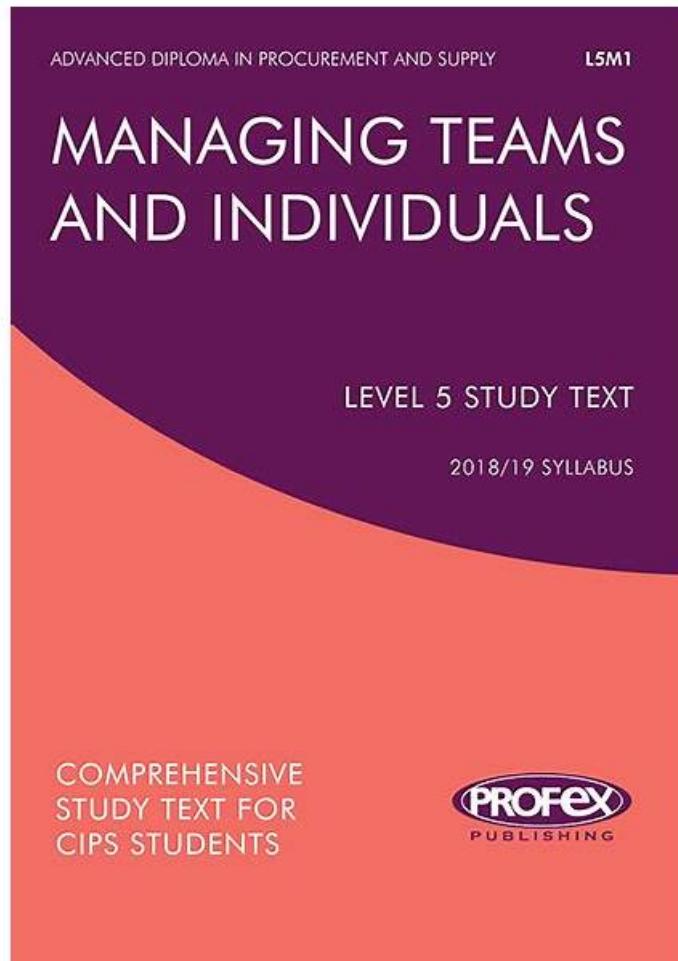


# L5M1합격보장가능시험덤프덤프는 Managing Teams and Individuals시험의높은적중율을자랑



DumpTOP L5M1 최신 PDF 버전 시험 문제집을 무료로 Google Drive에서 다운로드하세요:  
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CIPS인증 L5M1덤프는 기출문제와 예상문제로 되어있어 시험패스는 시간문제뿐입니다.

## CIPS L5M1 시험요강:

주제	소개
주제 1	<ul style="list-style-type: none"><li>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.</li></ul>

주제 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
주제 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
주제 4	<ul style="list-style-type: none"> <li>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 STEEPLED 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.</li> </ul>

>> L5M1합격보장 가능 시험덤프 <<

## CIPS L5M1시험패스 가능 덤프문제 & L5M1퍼펙트 최신버전 덤프

한번에 CIPS인증 L5M1시험을 패스하고 싶으시다면 완전 퍼펙트한 준비가 필요합니다. 완벽한 관연 지식터득은 물론입니다. 우리DumpTOP의 자료들은 여러분의 이런 시험준비에 많은 도움이 될 것입니다.

### 최신 CIPS Certification L5M1 무료샘플문제 (Q28-Q33):

#### 질문 # 28

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

#### 정답:

#### 설명:

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.

### 질문 # 29

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).

정답:

설명:

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.

### 질문 # 30

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

정답:

설명:

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.

### 질문 #31

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

정답:

설명:

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.

### 질문 #32

Explain what is meant by a heterogeneous / diverse workforce and explain one personality model that a manager could use to investigate the personalities within his/her team (25 points)

정답 :

설명 :

See the Explanation for Detailed Answer

Explanation:

A heterogeneous or diverse workforce refers to a group of employees with varied characteristics, backgrounds, and perspectives. Diversity can relate to visible differences such as age, gender, ethnicity, or disability, as well as invisible factors like personality, values, experiences, and thinking styles. A diverse workforce is valuable because it brings multiple perspectives, creativity, and innovation, which can improve decision-making and problem-solving. However, it can also create challenges in communication, conflict management, and team cohesion if not managed effectively.

In procurement and supply management, diversity can mean having team members from different professional disciplines, cultural backgrounds, or experience levels. This mix can lead to better supplier negotiations, innovation in category strategies, and greater sensitivity to global ethical standards. For managers, the challenge lies in understanding and leveraging individual differences to build cohesive, high-performing teams.

One useful personality model for understanding team members is the Big Five Personality Traits (OCEAN model). This model is widely accepted in psychology and provides a framework for identifying personality differences across five dimensions:

Openness to Experience - measures creativity, curiosity, and willingness to try new things. In procurement, high openness could support innovation in supplier strategies.

Conscientiousness - relates to organization, responsibility, and dependability. A conscientious buyer is likely to follow compliance rules and deliver accurate work.

Extraversion - reflects sociability, assertiveness, and energy. Extroverts may excel in supplier negotiations and stakeholder engagement.

Agreeableness - indicates cooperation, empathy, and trust. Highly agreeable individuals may be effective in collaboration but could avoid conflict even when necessary.

Neuroticism (Emotional Stability) - refers to sensitivity to stress and emotional control. Low neuroticism (high stability) is ideal in high-pressure procurement negotiations.

By applying this model, a manager can gain insights into the personalities of their team, allocate roles effectively, and provide tailored support. For example, a procurement leader may assign highly conscientious individuals to compliance-heavy processes, while extroverts may be placed in supplier-facing roles.

The use of the Big Five also helps managers balance team dynamics, identify potential conflict, and design training or coaching interventions. Understanding personality traits supports motivation strategies (e.g., Herzberg, Maslow), builds stronger communication, and enhances trust within diverse teams.

In conclusion, a heterogeneous workforce brings significant benefits but requires skilful management to harness its potential. The Big Five Personality Traits provide a structured and evidence-based tool for understanding individuals, enabling managers to lead diverse teams more effectively and align strengths with organisational goals.

## 질문 #33

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