

# L5M1的中合格問題集、L5M1最新な問題集



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社会に入ったあなたが勉強する時間は少なくなりました。それでも、引き続き勉強する必要があります。CIPS L5M1問題集は便利で、使い安くて、最も大切なのは時間を節約できます。CIPS L5M1問題集を勉強したら、順調にL5M1認定試験資格証明書を入手できます。

## 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"><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 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.</li></ul>
トピック 2	<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>
トピック 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>

トピック 4	<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>
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## >> L5M1の中合格問題集 <<

### L5M1最新な問題集 & L5M1問題と解答

今の社会はますます激しく変化しているから、私たちはいつまでも危機意識を強化します。キャンパス内のIT知識を学ぶ学生なり、IT職人なり、L5M1試験資格認証証明書を取得して、社会需要に応じて自分の能力を高めます。我々社は最高のCIPS L5M1試験問題集を開発し提供して、一番なサービスを与えて努力しています。業界で有名なCIPS L5M1問題集販売会社として、購入意向があると、我々の商品を選んでくださいませんか。

### CIPS Managing Teams and Individuals 認定 L5M1 試験問題 (Q29-Q34):

#### 質問 # 29

Discuss 5 characteristics of an effective working group (25 points).

#### 正解:

#### 解説:

See the Explanation for Detailed Answer

#### Explanation:

An effective working group is one that is able to achieve its objectives while maintaining good relationships among its members. Groups that function well display certain characteristics that ensure high performance and motivation. Five key characteristics are discussed below.

The first characteristic is clear objectives and purpose. An effective group understands what it is working towards and has shared goals. For example, in procurement, a category management group with a clear objective to deliver savings and sustainability improvements will be more focused and aligned.

The second characteristic is good communication. Open, honest, and regular communication allows group members to share ideas, raise concerns, and coordinate their activities. In procurement, effective communication between buyers, finance, and operations ensures that sourcing projects meet business needs.

The third is defined roles and responsibilities. Members of an effective group know what is expected of them and how their work contributes to the group's success. This reduces conflict and duplication of effort. For example, one procurement professional may lead supplier negotiations while another manages contract compliance.

Fourthly, trust and mutual respect are essential. Members of effective groups value each other's contributions and support one another. This creates psychological safety, meaning individuals are more willing to share ideas and take risks. In procurement, this could involve trusting colleagues to manage parts of a tender process without interference.

Finally, an effective group demonstrates strong leadership and motivation. A good leader sets direction, supports members, and creates a balance between task and people needs. Leadership also ensures the group stays motivated, particularly during challenges.

#### 質問 # 30

What is meant by 'alienation' at work? (5 points). Describe 5 factors which can cause this (20 points).

#### 正解:

#### 解説:

See the Explanation for Detailed Answer

#### Explanation:

#### Definition (5 points):

Alienation at work refers to a state where employees feel disconnected, powerless, or estranged from their job, their colleagues, or the organisation. The concept, linked to Karl Marx's theory, highlights situations where workers feel that they have little control, little

purpose, and no personal fulfilment in their role. Alienation often leads to low motivation, disengagement, and reduced productivity. Five Factors that Cause Alienation (20 points):

Repetitive and monotonous work - Jobs that involve the same routine tasks every day can make employees feel like "cogs in a machine." For example, a procurement clerk only processing invoices with no involvement in decision-making may quickly feel alienated.

Lack of autonomy - When employees have no control over how they do their work, they feel powerless. In procurement, if buyers must follow rigid procedures without input into strategy, they may feel disengaged.

Poor leadership and communication - Alienation grows when managers fail to involve employees, communicate decisions, or provide feedback. Staff may feel undervalued and excluded from organisational goals.

Weak connection to organisational purpose - If employees cannot see how their work contributes to wider goals or society, they may feel their role lacks meaning. For instance, working in a cost-cutting environment without recognition of social value or sustainability can reduce motivation.

Lack of recognition or development opportunities - When employees feel their contributions are ignored, or they see no path for growth, they disengage. In procurement, failing to recognise successful negotiations or not offering training can create a sense of alienation.

Conclusion:

Alienation occurs when employees feel disconnected from their work, leading to low morale and performance. It can be caused by repetitive tasks, lack of autonomy, poor leadership, absence of purpose, and lack of recognition. For managers, reducing alienation means creating meaningful work, involving employees in decisions, and supporting development, which leads to higher engagement and productivity in procurement and supply functions.

### 質問 # 31

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)

正解:

解説:

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 organisation, 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.

### 質問 # 32

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 # 33

Sayed manages a team of 3 procurement assistants within a window fabrication company - Glassy Bits Ltd. The company has been operating for 30 years and the procurement team is still paper-based. The three members of staff have been with the company for at least 10 years and are very comfortable with the way things operate. To procure items such as PVC plastic and glass to make the windows they usually phone suppliers and send paper POs which Sayed approves with a physical signature. Sayed believes efficiencies can be gained from 'going digital' and introducing e-procurement systems. He is worried at how the team may react to such a big change. Discuss the emotional stages that the team may go through when experiencing this change, and how Sayed should act in order to help navigate the team through the change. (25 points).

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

When major change is introduced, employees often experience strong emotions. The Change Curve, based on Elisabeth Kubler-Ross's grief model, describes the stages staff may go through when faced with organisational change.

The first stage is Shock/Denial. The procurement assistants may initially resist the idea of e-procurement, insisting that the paper-based system "has always worked." Sayed should communicate openly about why the change is needed and provide clear facts about its benefits.

The second stage is Anger/Resistance. Staff may feel threatened, fearing loss of control or concern that they will not have the skills to manage digital systems. They may complain or openly resist. At this point, Sayed should listen empathetically, address concerns, and provide reassurance that training and support will be available.

The third stage is Exploration/Acceptance. Gradually, staff begin to see potential benefits, such as less paperwork and faster processes. Curiosity grows, and employees start experimenting with the new system. Here, Sayed should encourage participation, offer pilot training, and allow staff to test the system in a safe environment.

The fourth stage is Commitment/Integration. Once staff feel competent and confident, they fully adopt the change. At this stage, Sayed should reinforce the success, recognise achievements, and celebrate improvements, such as reduced errors or faster ordering.

This approach will help the team transition smoothly to e-procurement and ensure the change is successful.

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