

L5M1최고품질덤프데모다운100%시험패스가능한덤프



참고: ExamPassdump에서 Google Drive로 공유하는 무료 2026 CIPS L5M1 시험 문제집이 있습니다:
https://drive.google.com/open?id=1xcWthbUf6Cb40_5RZXARtZ9AbyQBF5uf

CIPS L5M1인증시험패스는 아주 어렵습니다. 자기에게 맞는 현명한 학습자료선택은 성공을 내딛는 첫발입니다. 퍼펙트한 자료만의 시험에 성공할 수 있습니다. Pass4Tes 시험문제와 답이야말로 퍼펙트한 자료이죠. 우리 CIPS L5M1 인증 시험자료는 100%보장을 드립니다. 또한 구매 후 일년 무료 업데이트 버전을 받을 수 있는 기회를 얻을 수 있습니다.

CIPS인증 L5M1시험은 등록하였는데 시험준비는 아직이라고요? CIPS인증 L5M1 시험일이 다가오고 있는데 공부를 하지 않아 두려워 하고 계시는 분들은 이 글을 보는 순간 시험패스에 자신을 가지게 될 것입니다. 시험준비 시간이 적다고 하여 패스할 수 없는 건 아닙니다. ExamPassdump의 CIPS인증 L5M1덤프와 근사한 만남이 CIPS인증 L5M1패스에 화이팅을 불러드립니다. 덤프에 있는 문제만 공부하면 되기에 시험일이 며칠 뒤라도 시험패스는 문제 없습니다. 더는 공부하지 않은 자신을 원망하지 마시고 결단성있게 ExamPassdump의 CIPS인증 L5M1덤프로 시험패스에 고고싱하세요.

>> L5M1최고품질 덤프데모 다운 <<

퍼펙트한 L5M1최고품질 덤프데모 다운 덤프공부

ExamPassdump의 CIPS인증 L5M1덤프는 시험패스율이 거의 100%에 달하여 많은 사랑을 받아왔습니다. 저희 사이트에서 처음 구매하는 분이려면 덤프품질에 의문이 같 것입니다. 여러분이 신뢰가 생길 수 있도록 ExamPassdump에서

는CIPS인증 L5M1덤프구매 사이트에 무료샘플을 설치해두었습니다.무료샘플에는 5개이상의 문제가 있는데 구매하지 않으셔도 공부가 됩니다. CIPS인증 L5M1덤프로CIPS인증 L5M1 시험을 준비하여 한방에 시험패하세요.

최신 CIPS Certification L5M1 무료샘플문제 (Q15-Q20):

질문 # 15

Describe the key principles of the Taylorism school of thought on Management (20 points)

정답:

설명:

See the Explanation for Detailed Answer

Explanation:

The Taylorism school of thought, also known as Scientific Management, was developed by Frederick Winslow Taylor in the early 20th century. It aimed to improve efficiency and productivity by applying systematic, scientific methods to the management of work. Its key principles can be summarised as follows.

The first principle is the scientific study of work. Taylor rejected traditional "rule of thumb" methods, instead advocating time-and-motion studies to identify the most efficient way of completing tasks. This broke jobs into smaller, measurable steps.

Secondly, Taylor emphasised the division of labour and specialisation. Workers should focus on narrowly defined tasks, allowing them to become faster and more efficient, similar to parts in a machine.

Thirdly, he argued for scientific selection and training of workers. Instead of leaving workers to train themselves, managers should select the right person for the job and provide formal training in the "one best way" to complete tasks.

Fourthly, Taylor stressed managerial control and supervision. He believed management should plan, organise and set methods, while workers should focus on carrying them out. This created a strong separation between planning and execution.

Finally, Taylor promoted financial incentives as motivators. He assumed that workers are primarily motivated by pay, so piece-rate systems and performance-based rewards were used to encourage higher output.

Taylorism brought many benefits, such as increased productivity, efficiency, and predictability in mass production industries.

However, it also attracted criticism for treating workers like machines, reducing autonomy, and ignoring social and psychological needs. From a modern procurement perspective, its ideas are still visible in standardised processes such as purchase-to-pay systems, KPIs, and efficiency-driven shared services. However, organisations today often balance these principles with more human-centred approaches to motivation and teamwork.

In conclusion, the key principles of Taylorism were scientific analysis of work, specialisation, scientific selection and training, strict managerial control, and financial incentives. While its focus on efficiency shaped early management thinking, modern leaders must also consider motivation, empowerment, and adaptability to achieve sustainable success.

질문 # 16

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 # 17

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

정답 :

설명:

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.

질문 # 18

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

정답 :

설명:

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.

질문 # 19

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)

정답 :

설명:

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.

질문 # 20

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CIPS인증 L5M1시험을 어떻게 패스할가 고민그만하고ExamPassdump의CIPS 인증L5M1 시험대비 덤프를 데려가 주세요.가격이 착한데 비해 너무나 훌륭한 덤프품질과 높은 적중율, ExamPassdump가 아닌 다른곳에서 찾아볼수 없는 혜택입니다.

L5M1시험패스보장덤프 : https://www.exampassdump.com/L5M1_valid-braindumps.html

이러한 사이트에서 학습가이드와 온라인서비스도 지원되고 있습니다만 ExamPassdump L5M1시험패스보장덤프 는 이미 이러한 사이트를 뛰어넘은 실력으로 업계에서 우리만의 이미지를 지키고 있습니다, 만약CIPS L5M1인증 시험으로 한층 업그레이드된 자신을 만나고 싶다면 우리ExamPassdump선택을 후회하지 않을 것입니다, 우리 ExamPassdump과의 만남으로 여러분은 한번에 아주 간편하게CIPS L5M1 시험을 패스하실 수 있으며,CIPS L5M1 자격증으로 완벽한 스펙을 쌓으실 수 있습니다, ExamPassdump에서 제공하는 제품들은 품질이 아주 좋으며 또 업뎃속도도 아주 빠릅니다 만약 우리가제공하는CIPS L5M1인증 시험관련 덤프를 구매하신다면CIPS L5M1 시험은 손쉽게

