

# L5M1日本語参考 & L5M1資格復習テキスト



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あらゆる人にとって、時間は非常に大切です。L5M1試験に対して、いろいろな資料があります。そのような資料を勉強するには、長い時間がかかります。でも、L5M1問題集を利用すれば、短い時間でL5M1試験に合格できます。そして、L5M1問題集は安く、便利です。誰でも、L5M1問題集を選択すれば、試験に合格する可能性が大きいです。もし、L5M1問題集を勉強すれば、もし、将来にITエリートになります。

## 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>個人管理へのアプローチの理解と適用: このセクションでは、人事マネージャーのスキルを測定し、個人の行動を効果的に管理することに焦点を当てます。行動特性の違いがマネジメントスタイルとアプローチに及ぼす影響を検証し、多様性、感情知性、そして人材育成のための評価手法に焦点を当てます。また、知識の創造と管理、公式・非公式学習プロセス、認知学習理論と行動学習理論、内発的要因と外発的要因を含む動機づけ理論、そして職務設計、コラボレーション、柔軟な勤務形態など、職務満足度に影響を与える要因についても取り上げます。</li></ul>
トピック 2	<ul style="list-style-type: none"><li>作業グループまたはチームの計画と管理へのアプローチの理解と適用: このセクションでは、チームリーダーのスキルを評価し、作業グループまたはチームのダイナミクスと有効性について考察します。受験者は、グループのビジョン、価値観、規範、連携、そして公式および非公式のグループ構造に関する理解度を測られます。シラバスには、効果的なチームの構築戦略、チームの役割、自己管理型チーム、バーチャルチーム管理、多様性のメリット、そして対立管理が含まれています。また、チーム開発、学習の統合、役割の整合性、そしてチームの合併、解散、変更に関するアプローチに関する知識も評価されます。</li></ul>
トピック 3	<ul style="list-style-type: none"><li>調達・供給機能におけるマネジメント概念と原則の適用評価: この試験セクションでは、調達マネージャーのスキルを評価し、調達・供給業務におけるマネジメント原則の適用に焦点を当てます。受験者は、チームの知識、スキル、行動を組織戦略と整合させること、業務範囲を定義すること、そしてチームを育成することについて試されます。カリキュラムには、ステークホルダーとの関係管理、信頼構築、コラボレーションの促進、学習文化の醸成、調達知識の共有、専門能力開発、そして調達・供給の有効性を高めるための、偏見のない意思決定、コミュニケーション、創造性、そして内省的な実践といった個人行動の重要性も含まれています。</li></ul>

トピック 4	<ul style="list-style-type: none"> <li>マネジメントと組織アプローチの理解、分析、適用：このセクションでは、オペレーションマネージャーのスキルを測定し、組織行動とマネジメントアプローチの理解と評価を網羅します。個人およびチームの行動、組織構造、心理的契約、そしてSTEEPLEDの影響などの要因に関する知識が評価されます。受験者は、管理手法、科学的手法、人間関係構築手法、ポストモダニズム、社会技術システム、分散型リーダーシップなど、伝統的および現代的なマネジメントアプローチについて試されます。また、行動形成における個人、チーム、組織文化の役割も評価されます。</li> </ul>
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## L5M1資格復習テキスト & L5M1模擬モード

現在、試験がシミュレーションテストを提供するような統合システムを持っていることはほとんどありません。L5M1学習ツールについて学習した後、実際の試験を刺激することの重要性が徐々に認識されます。この機能により、L5M1練習システムがどのように動作するかを簡単に把握でき、L5M1試験に関する中核的な知識を得ることができます。さらに、実際の試験環境にいるときは、質問への回答の速度と品質を制御し、エクササイズの良い習慣を身に付けることができるため、L5M1試験に合格することができます。

## CIPS Managing Teams and Individuals 認定 L5M1 試験問題 (Q34-Q39):

### 質問 # 34

Kevin is the Head of Procurement at a manufacturing company and oversees the work of a team of 32 procurement professionals. The different people within his team have a varying level of knowledge and skills and they all work on different projects, some of which are more important than others. Based on Kevin's concern for the team member's performance and his concern for the task they are completing, describe FIVE leadership styles Kevin could employ. Your answer may make reference to Blake and Mouton's Leadership Grid (25 points).

### 正解:

#### 解説:

See the Explanation for Detailed Answer

#### Explanation:

Blake and Mouton's Leadership Grid highlights five leadership styles based on two dimensions: concern for people and concern for task. Kevin can use different styles depending on the skills of his team and the importance of each project.

#### Impoverished Management (Low task/Low people)

This style shows little concern for people or performance. Kevin would provide minimal guidance or support, essentially leaving the team to their own devices. While not usually effective, it may be applied temporarily where staff are highly capable and self-motivated, or in less critical projects where close oversight is not needed.

#### Country Club Management (High people/Low task)

Here, Kevin shows strong concern for people but little focus on results. He prioritises team harmony, morale, and relationships. This could be used with a new or inexperienced team to build confidence and trust, but it risks low performance if project deadlines or targets are missed.

#### Task Management (High task/Low people)

This style focuses heavily on performance, structure, and efficiency, with little attention to employee needs. Kevin might use this in high-pressure procurement projects, such as negotiating urgent supply contracts, where results are critical. However, overuse can demotivate staff and create high turnover.

#### Middle-of-the-Road Management (Medium task/Medium people)

This is a balanced approach where Kevin gives some attention to both people and results but does not excel in either. It produces average performance and morale. Kevin might use this style for steady projects with moderate importance, though it risks mediocrity if not adapted when situations demand more.

#### Team Management (High task/High people)

This is considered the most effective style, where Kevin drives high performance while also motivating and supporting his team. He involves employees in decision-making, sets challenging goals, and encourages collaboration. For example, in strategic procurement projects, Kevin could adopt this style to achieve strong results while also developing his team's skills.

By switching between these styles, Kevin can match leadership behaviours to the skills of his team and the importance of the task.

For example, urgent, high-value contracts may need task management, while long-term development projects may benefit from team management.

Conclusion:

Blake and Mouton's grid provides five leadership styles - impoverished, country club, task-focused, middle-of-the-road, and team management. Each has strengths and weaknesses, and Kevin's role as Head of Procurement is to adapt his approach depending on the project demands and the skills of his team members. By applying situational leadership, he can ensure both high performance and team engagement.

### 質問 # 35

Caleb is the newly appointed CEO of Star Fish Limited, a company that manufactures and installs gym equipment. The company employs 100 people and has dedicated teams for Finance, Product Development and Procurement. Some staff work from the office and some staff work remotely from home. Contrast and provide an example of a formal and informal group that may form at this organisation. What factors should Caleb be aware of that can contribute to group formations? (25 points)

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

Formal vs Informal Groups (10-12 marks):

Formal groups are those deliberately created by management to achieve organisational objectives. They have defined structures, roles, and reporting lines. In Star Fish Ltd, examples include the Procurement Team, responsible for sourcing suppliers and managing contracts. This group has clear goals, formal leadership, and measurable outputs.

By contrast, informal groups arise naturally among employees based on social interactions, common interests, or personal relationships. They are not officially sanctioned but strongly influence behaviour. At Star Fish Ltd, an example could be a fitness club of employees who exercise together during breaks or a WhatsApp group among remote workers who support each other socially. These groups provide belonging and morale but may also resist management decisions if excluded.

Factors Influencing Group Formation (12-15 marks):

Common goals and tasks - People working on shared objectives, such as the Product Development Team working on new gym equipment, naturally form groups.

Geography and work arrangements - Staff working remotely may form virtual support groups, while office-based staff bond more through daily interactions.

Shared interests and values - Employees passionate about fitness or sustainability may form informal networks within the company.

Friendship and social needs - Based on Maslow's hierarchy, people seek belonging. Friendships often develop into informal groups.

Leadership and influence - Charismatic or respected individuals may attract followers, leading to informal group formation around their personality.

Organisational culture - A collaborative culture encourages group formation for teamwork, while a competitive culture may create cliques or rival groups.

Technology and communication platforms - With remote work, online groups (Teams, Slack, WhatsApp) facilitate informal interaction and knowledge sharing.

Conclusion:

At Star Fish Ltd, formal groups like the Procurement Department are designed to deliver organisational objectives, while informal groups such as fitness clubs or virtual chat groups form naturally. Caleb must recognise that both types of groups are powerful. Formal groups deliver results, but informal groups influence morale, motivation, and resistance to change. By understanding the factors driving group formation, Caleb can harness both to build cohesion, encourage collaboration, and support the organisation's success.

### 質問 # 36

Contrast different ways in which an individual can learn new skills/knowledge (15 points). Describe a factor which may influence how individuals learn a new skill/knowledge (10 points).

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

Individuals learn in different ways, and managers must understand these methods to develop their teams effectively.

One method is formal learning, such as classroom courses, e-learning, or qualifications like CIPS. This gives structured knowledge and ensures consistency, but it may lack immediate workplace application.

A second method is on-the-job learning, where skills are developed through daily tasks, job rotation or shadowing. This is practical

and tailored to the workplace but may be inconsistent without good supervision.

A third approach is experiential learning, based on Kolb's cycle of experience, reflection, conceptualisation and testing. For example, a buyer may learn negotiation skills by practising in a live supplier meeting, reflecting on performance, and then improving.

Another method is social learning, as described by Bandura

a. Individuals learn by observing and modelling others' behaviour. In procurement, junior staff may observe how senior colleagues manage supplier relationships and copy effective practices.

Finally, there is self-directed learning, where individuals take initiative through reading, research or online courses. This builds independence but requires strong personal motivation.

In contrast, formal learning is structured and standardised, while experiential and social learning are more practical and situational.

On-the-job learning blends practice with support, whereas self-directed learning provides autonomy but less guidance. Most organisations use a mix of these methods to ensure balanced development.

One important factor that influences learning is an individual's learning style. According to Honey and Mumford, some people are activists (learn best by doing), others are reflectors (learn by observing and thinking), theorists (prefer analysing concepts), or pragmatists (want to apply ideas in practice). For example, in procurement training, an activist may benefit from a role-play negotiation, while a theorist may prefer studying sourcing models before application. Managers who recognise learning styles can tailor development activities to individual preferences, making learning more effective.

In conclusion, individuals can learn through formal, on-the-job, experiential, social, or self-directed approaches, each with strengths and weaknesses. Learning effectiveness depends on personal factors such as style, and managers who understand these differences can create development opportunities that are both motivating and productive.

### 質問 # 37

What is meant by the 'systems approach' and 'contingency approach' to management? (20 points)

正解:

解説:

See the Explanation for Detailed Answer

Explanation:

Theories of management provide different ways of understanding how organisations can be led effectively. Two important perspectives are the systems approach and the contingency approach. Both move beyond early "one best way" classical theories and instead highlight the complexity and adaptability required in modern organisations.

The systems approach views the organisation as an integrated whole made up of interdependent subsystems such as HR, finance, operations and procurement. It is based on systems theory, seeing organisations as "open systems" that interact with their external environment. Inputs such as people, information and resources are transformed into outputs such as products, services and stakeholder value. Feedback loops are essential to monitor performance and make adjustments. The key idea is synergy - the whole is greater than the sum of the parts. For example, in procurement, sourcing decisions influence not only supplier performance but also finance (budgets), operations (continuity), and CSR (sustainability). A systems approach ensures that procurement strategies are aligned to wider organisational goals and continuous improvement.

The contingency approach develops this idea further, arguing that there is no universal way to manage. Instead, the best approach depends on situational factors such as environment, size, technology, or workforce capability. It rejects "one-size-fits-all" rules and stresses that management must adapt. For example, in a stable market, a hierarchical structure with formal rules may work well, whereas in volatile markets, flexible and decentralised decision-making is more effective. In procurement, this could mean using strict process controls for routine, low-value items, but adopting agile, collaborative approaches when managing strategic supplier partnerships in uncertain global supply chains.

In comparison, the systems approach gives managers a holistic view of how different parts of the organisation connect and interact with the external environment, while the contingency approach emphasises adaptability and situational leadership. Together, they suggest that effective managers need both a broad systems perspective and the ability to tailor their approach depending on context.

In conclusion, the systems approach stresses coordination, integration and feedback across the organisation, while the contingency approach stresses flexibility and the idea that "it depends." Both are highly relevant to procurement and supply leaders who must integrate across functions and adapt strategies to dynamic and uncertain supply environments.

### 質問 # 38

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).

正解:

解説:

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.

## 質問 # 39

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