

L5M1인증 시험덤프문제, L5M1시험대비최신덤프모음 집

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>> L5M1인증 시험 덤프문제 <<

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여러분이 다른 사이트에서도CIPS인증L5M1시험 관련덤프자료를 보셨을 것입니다 하지만 우리ExamPassdump의 자료만의 최고의 전문가들이 만들어낸 제일 전면적이고 또 최신 업데이트일 것입니다.우리덤프의 문제와 답으로 어

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질문 # 11

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).

정답 :

설명:

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.

질문 # 12

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 # 13

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 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.

질문 # 14

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)

정답 :

설명 :

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.

질문 # 15

Describe what is meant by a group 'norm', giving examples. (10 points). In what way can group norms affect performance? (15 points).

정답 :

설명 :

See the Explanation for Detailed Answer

Explanation:

Definition of Group Norms (10 marks):

A group 'norm' refers to the shared standards of behaviour, values, and expectations that develop within a group. Norms guide how members act and interact, creating predictability and cohesion. They can be formal (set by rules and policies) or informal (emerging naturally over time).

Examples include:

A procurement team having a norm of punctuality for meetings.

A social norm where colleagues share supplier insights openly.

A negative norm, such as tolerating late submission of purchase orders, which may undermine performance.

Norms act as unwritten rules that shape group behaviour and influence the culture of the organisation.

Impact of Group Norms on Performance (15 marks):

Positive norms can enhance performance. For example, a norm of collaboration and knowledge sharing improves innovation and decision-making in procurement projects.

Negative norms can reduce performance. If the team develops a culture of cutting corners in supplier evaluation, this may damage

compliance and reputation.

Norms create consistency and cohesion. Members know what is expected of them, reducing conflict and ensuring smoother teamwork.

Peer pressure reinforces norms. High-performing norms, such as meeting deadlines, encourage all members to contribute fully, while low-performing norms, like tolerating absenteeism, can lower standards across the team.

Norms influence motivation and morale. Supportive norms (e.g., recognising achievements) motivate employees, whereas destructive norms (e.g., ignoring contributions) lead to alienation and disengagement.

In procurement specifically, if the norm is strong ethical conduct, the team will collectively avoid corruption risks. If the norm is to focus only on cost savings, the team may neglect sustainability or supplier relationships.

Conclusion:

Group norms are the unwritten rules that shape behaviour within teams. They can have a powerful effect on performance, either enhancing collaboration and accountability or reducing standards and morale. Managers must actively shape positive norms through leadership, communication, and role-modelling to ensure that group behaviour supports organisational goals.

질문 # 16

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