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Managing Teams and Individuals

[L5M1]
Core
Study Guide

Level 5
Advanced Diploma in
Procurement and Supply

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CIPS Managing Teams and Individuals Sample Questions (Q28-Q33):

NEW QUESTION # 28
Discuss 4 factors that make up the individual and 3 different ways a manager can lead a team (20 points)

Answer:

Explanation:
See the Explanation for Detailed Answer
Explanation:
Understanding individuals is crucial for effective leadership. People bring unique qualities to the workplace, which influence how they behave, perform, and interact. Four important factors that make up the individual are as follows.
Firstly, personality plays a major role. Traits such as extroversion, conscientiousness, or openness (from models like the Big Five) influence how individuals communicate, make decisions, and fit into teams. For example, an extrovert may thrive in negotiation roles, while an introvert may excel in analytical procurement tasks.
Secondly, attitudes and values shape how individuals respond to work situations. Values around ethics, sustainability, or fairness can influence motivation and alignment with organisational culture. In procurement, a professional with strong ethical values may be more resistant to corruption risks.
Thirdly, perception and motivation affect behaviour. Individuals interpret situations differently, and motivation theories such as Maslow, Herzberg or McGregor's Theory X/Y show how personal drivers impact performance. Some may be motivated by pay, others by recognition or career development.
Finally, abilities and skills define what individuals can contribute. These include technical competencies, problem-solving skills, and interpersonal abilities. A skilled negotiator, for example, adds significant value to a procurement team.
Managers must also choose effective ways to lead teams. Three common approaches are:
Autocratic leadership - where the manager makes decisions without consulting the team. This can be effective in crises or routine, highly regulated tasks (e.g., compliance procurement), but risks low morale if overused.
Democratic or participative leadership - where managers involve team members in decision-making. This improves engagement, creativity, and buy-in. For example, involving procurement staff in category strategy development can generate stronger results.
Laissez-faire leadership - where the manager provides minimal direction, allowing the team high autonomy. This works well when teams are highly skilled and self-motivated, but may cause confusion if individuals lack experience.
In conclusion, individuals are shaped by their personality, values, perceptions/motivations, and skills, all of which affect their workplace performance. Managers can choose between autocratic, democratic, or laissez-faire leadership depending on the situation. Successful leaders adapt their style to the individuals and teams they manage, ensuring both high performance and motivation.

NEW QUESTION # 29
Describe what is meant by knowledge transfer (10 points). How can a manager ensure strong knowledge management within the organisation? (15 points).

Answer:

Explanation:
See the Explanation for Detailed Answer
Explanation:
Part A - Knowledge Transfer (10 points):
Knowledge transfer refers to the process of sharing skills, experience, insights and information from one person or group to another within an organisation. It ensures that valuable expertise is not lost and that best practice can be replicated. This can happen formally, such as through training, mentoring, or documented procedures, or informally, through conversations, collaboration, and shared experiences. In procurement, knowledge transfer might involve senior buyers passing negotiation tactics to junior colleagues or documenting supplier performance insights in a shared database.
Part B - Ensuring Strong Knowledge Management (15 points):
Managers play a key role in creating systems and cultures that support knowledge sharing. Some ways include:
Creating knowledge repositories - using databases, intranets, or category management playbooks where information is stored and accessible to all team members.
Encouraging mentoring and coaching - pairing experienced staff with new employees helps transfer tacit knowledge that may not be written down.
Promoting collaboration and teamwork - cross-functional project teams and regular knowledge-sharing meetings spread expertise

across functions.

Using technology - collaboration platforms (e.g., SharePoint, Teams) allow procurement staff to record supplier insights, lessons learned, and contract data in real time.

Rewarding knowledge sharing - recognising and incentivising individuals who share expertise encourages a culture of openness rather than knowledge hoarding.

Embedding learning in processes - after-action reviews, lessons-learned sessions after supplier negotiations or tenders ensure experiences are captured systematically.

Leadership behaviours - managers must role-model transparency and collaboration, showing staff that sharing knowledge is valued.

Conclusion:

Knowledge transfer is about ensuring that critical experience and expertise are shared across the organisation. Managers can ensure strong knowledge management by combining systems, processes, and culture - from IT tools and databases to mentoring and recognition. In procurement, effective knowledge management helps avoid repeated mistakes, builds stronger supplier relationships, and improves decision-making across the team.

NEW QUESTION # 30
What is the 'human relations' approach to management? (20 points)

Answer:

Explanation:
See the Explanation for Detailed Answer
Explanation:
The human relations approach to management developed in the 1930s and 1940s as a reaction against earlier mechanistic approaches such as Taylorism and bureaucracy. It emphasises that employees are not just motivated by money and rules, but also by social needs, relationships, and recognition. The approach highlights the importance of communication, teamwork, leadership style, and employee well-being in achieving organisational success.

The foundation of this school came from the Hawthorne Studies (Elton Mayo), which showed that productivity improved not just because of physical conditions, but because workers felt valued and observed. This demonstrated the importance of social factors such as morale, group belonging, and management attention.

Key principles of the human relations approach include:

Focus on people rather than just processes - recognising employees as individuals with social and emotional needs.

Motivation through recognition and belonging - linking to theories such as Maslow's hierarchy of needs and Herzberg's motivators.

Leadership style matters - supportive, participative leadership fosters engagement, unlike autocratic control.

Team dynamics are critical - informal groups, communication patterns, and cooperation influence productivity.

Job satisfaction drives performance - happy, respected employees are more productive and loyal.

Advantages of the human relations approach include higher employee engagement, improved morale, stronger teamwork, and reduced turnover. It recognises employees as assets rather than costs.

Disadvantages include the risk of overemphasising relationships at the expense of efficiency or results, and the possibility of managers manipulating employees through "false concern." It can also be less effective in highly standardised, rule-bound environments where compliance is critical.

In procurement, the human relations approach may be applied by creating strong team cohesion, involving staff in decision-making, recognising contributions, and offering development opportunities. For example, involving buyers in supplier strategy discussions and giving recognition for successful negotiations can boost morale and performance.

In conclusion, the human relations approach recognises that people are motivated by social and psychological needs, not just financial incentives. It highlights the importance of communication, leadership, and teamwork in driving performance. While it should be balanced with attention to efficiency, it remains highly relevant for modern managers in creating motivated and productive teams.

NEW QUESTION # 31
Discuss 5 characteristics of an effective working group (25 points).

Answer:

Explanation:
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.

NEW QUESTION # 32

What is meant by group conformity? In what ways can 'Groupthink' affect the behaviour of a group? (25 points)

Answer:

Explanation:
See the Explanation for Detailed Answer
Explanation:
Group Conformity (10 marks):
Group conformity refers to the tendency of individuals to align their attitudes, beliefs, and behaviours with the norms of the group to which they belong. People conform because they want acceptance, fear rejection, or assume the group's judgement is correct.
Conformity ensures cohesion and cooperation but may limit creativity. For example, in procurement, a junior buyer may adopt the team's approach to negotiations, even if they personally believe another method could achieve better results.
Groupthink and its Effects (15 marks):
'Groupthink', a term developed by Irving Janis, occurs when the desire for consensus overrides realistic appraisal of alternatives. Members suppress doubts, ignore risks, and fail to voice disagreements to maintain harmony. This can seriously affect group behaviour in several ways:
Illusion of invulnerability - Groups may become overconfident and underestimate risks. For example, a procurement team might agree to single-source a supplier without considering supply chain risks.
Suppression of dissent - Members may withhold concerns to avoid conflict. This stifles creativity and prevents better solutions from being considered.
Pressure for uniformity - Individuals may feel obliged to agree even when they disagree. A buyer may stay silent when senior managers push for a supplier contract, even if they know the supplier has performance issues.
Biased decision-making - Groups may ignore warning signs or alternative perspectives, leading to flawed decisions. In procurement, this could mean overlooking ethical issues in a supplier relationship to maintain harmony with stakeholders.
Reduced accountability - Responsibility is shared across the group, so individuals may feel less accountable for poor decisions.
Groupthink can therefore lead to poor decision-making, increased risk, and lost opportunities. It is particularly dangerous in high-stakes environments like procurement, where mistakes in supplier selection or contract negotiation can damage cost, quality, and reputation.
Conclusion:
Group conformity means individuals adapt to group norms to gain acceptance, while groupthink is a negative consequence where consensus is prioritised over critical evaluation. For managers, recognising the risk of groupthink is vital. By encouraging open discussion, appointing a "devil's advocate," and welcoming diverse views, leaders can ensure group decisions are both inclusive and effective.

NEW QUESTION # 33

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