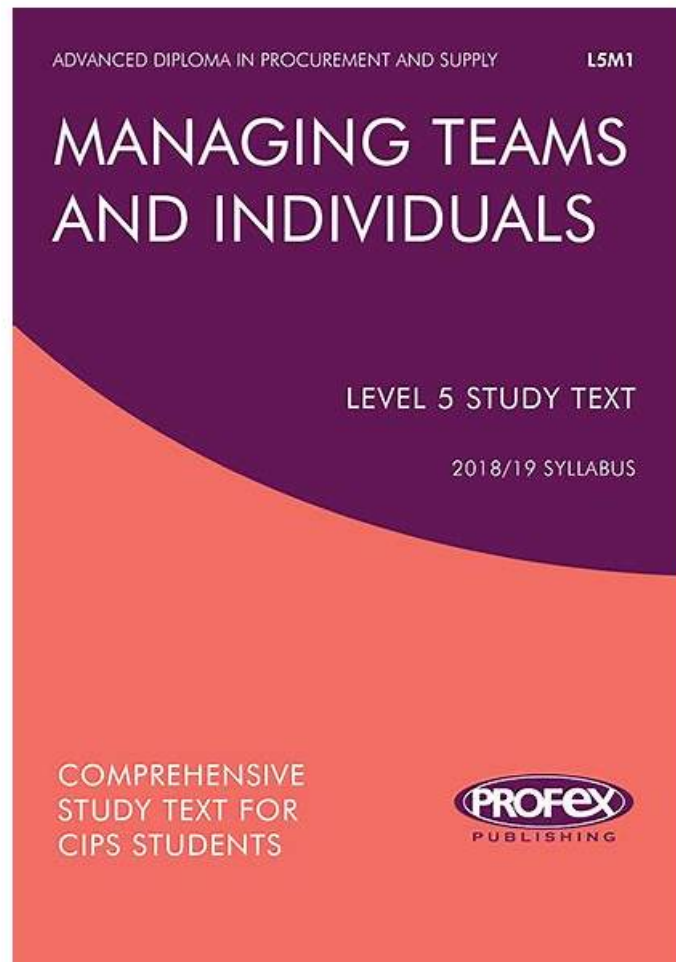


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## CIPS L5M1 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>
Topic 2	<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 STEEPLED 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>
Topic 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>
Topic 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>

## CIPS Managing Teams and Individuals Sample Questions (Q22-Q27):

### NEW QUESTION # 22

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

#### Answer:

Explanation:

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.

### NEW QUESTION # 23

Describe 5 stages of the lifecycle of a group (25 points).

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

The lifecycle of a group is often described using Tuckman's Five Stages of Group Development. This model explains how groups evolve over time, moving from initial formation to effective performance. The five stages are as follows:

1. Forming:

At this stage, the group is coming together for the first time. Members are polite, cautious, and uncertain of their roles. There is little conflict, but people look to the leader for guidance. For example, a new procurement project team might be established to source a new supplier. At this point, roles are unclear, and members rely on the manager to set objectives.

2. Storming:

As individuals begin to assert themselves, conflict often emerges. Differences in working styles, personalities, or priorities can lead to tension. In procurement, this might involve disagreements between finance and operations about whether to prioritise cost savings or quality. The leader's role here is to manage conflict and keep the team focused on objectives.

3. Norming:

Once conflicts are resolved, the group begins to establish shared norms, values, and ways of working. Roles and responsibilities become clearer, and collaboration improves. In a procurement context, the team may agree on supplier evaluation criteria and work more cohesively to achieve sourcing outcomes.

4. Performing:

The group is now fully functional and works effectively towards its goals. Members trust each other, communication flows well, and productivity is high. For example, the procurement team may now run tendering processes efficiently, negotiate with suppliers, and deliver strong results with minimal supervision.

5. Adjourning (or Mourning):

When the task is complete, the group disbands. This can cause feelings of loss for members who valued the team, but it also creates an opportunity to reflect on lessons learned. In procurement, this could involve completing a sourcing project, closing supplier contracts, and disbanding the cross-functional team after a lessons-learned review.

Conclusion:

The five stages of group development - forming, storming, norming, performing, and adjourning - describe how teams evolve over time. Understanding this lifecycle helps managers support their teams at each stage, managing conflict in storming, reinforcing collaboration in norming, and maximising results during performing. In procurement, applying Tuckman's model ensures that cross-functional teams move quickly from formation to high performance, delivering greater value to the organisation.

### NEW QUESTION # 24

Describe ONE model for classifying stakeholders. When communicating with different types of stakeholders, for example to notify them of an intended purchase of high value, how should this be managed by the Procurement Function of an organisation? (25 points).

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

One widely used model for classifying stakeholders is Mendelow's Power-Interest Matrix. This model categorises stakeholders

based on their level of power (ability to influence decisions) and their level of interest (degree of concern in the issue). It helps managers decide how to engage with different stakeholders effectively.

**High Power / High Interest - Key Players:** These stakeholders must be closely managed and fully engaged. For example, the Finance Director or Hospital CEO when approving a high-value purchase. Procurement should provide detailed briefings, involve them in decision-making, and ensure their concerns are addressed.

**High Power / Low Interest - Keep Satisfied:** These stakeholders can influence outcomes but may not have strong interest in day-to-day procurement. For instance, regulatory bodies or legal advisors. Procurement should provide concise updates and ensure compliance to avoid dissatisfaction.

**Low Power / High Interest - Keep Informed:** These stakeholders care about the outcome but have limited influence. For example, end-users of medical equipment or nurses in a hospital setting. Procurement should communicate progress, seek feedback, and maintain transparency.

**Low Power / Low Interest - Minimal Effort:** These stakeholders require only basic information. For example, general staff not directly impacted by a procurement decision. Simple updates or summaries are enough to keep them engaged.

When communicating about a high-value purchase, the Procurement Function should tailor its communication strategy according to this classification. Key players (high power, high interest) must be involved early with full transparency, including risk assessments and supplier evaluations. Stakeholders with high interest but low power should be consulted to build trust and buy-in, while those with high power but low interest should receive enough information to stay satisfied. Procurement should also ensure consistent, professional communication that reflects the importance of the purchase and builds confidence in the process.

**Conclusion:**

Mendelow's Power-Interest Matrix provides a structured way to classify stakeholders. By adapting communication to each category - managing key players, keeping others satisfied or informed - the Procurement Function ensures effective stakeholder engagement, minimises resistance, and gains approval for high-value purchases.

## **NEW QUESTION # 25**

Explain what a 'bureaucratic' management style is (10 points). What are the advantages and disadvantages of this? (10 points)

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

A bureaucratic management style is based on the theories of Max Weber, who described bureaucracy as a structured, rule-based and hierarchical way of organising work. In this style, managers rely heavily on formal rules, policies and procedures to direct employee behaviour. Decision-making authority follows a clear chain of command, and employees are expected to follow established processes without deviation. Job roles are highly specialised and responsibilities are clearly defined. The emphasis is on order, consistency and compliance rather than flexibility or creativity.

This approach is often seen in government departments, regulatory bodies, or large organisations where compliance, accountability and control are critical. For example, in procurement and supply, bureaucratic management may be applied in highly regulated environments such as public sector purchasing, where adherence to policies, legal frameworks and audit requirements is essential.

Advantages of the bureaucratic style include:

Clarity and consistency: clear rules and procedures mean employees know exactly what is expected of them.

Fairness and equality: decisions are made based on rules, not personal favouritism, reducing bias.

Accountability and control: strong documentation and audit trails improve transparency.

Efficiency in routine tasks: structured processes can streamline repetitive, transactional work (e.g., purchase-to-pay).

Disadvantages include:

Inflexibility: rigid rules make it difficult to adapt to change or unique situations.

Low motivation: workers may feel disempowered or demoralised by lack of autonomy.

Slow decision-making: multiple levels of approval can create delays.

Stifled innovation: focus on compliance discourages creativity and proactive problem-solving.

In conclusion, the bureaucratic management style is effective where consistency, compliance and control are needed, such as in regulated procurement activities. However, it can be limiting in dynamic environments where flexibility, innovation and speed of decision-making are essential. Successful managers may therefore adopt bureaucratic methods for governance but balance them with more adaptive styles for strategic and innovative work.

## **NEW QUESTION # 26**

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

**Answer:**

Explanation:

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.

## NEW QUESTION # 27

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