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CIPS L5M1 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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 STEEPLD 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.
Topic 2	<ul style="list-style-type: none"> 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.

Topic 3	<ul style="list-style-type: none"> • 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.
Topic 4	<ul style="list-style-type: none"> • 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.

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CIPS Managing Teams and Individuals Sample Questions (Q18-Q23):

NEW QUESTION # 18

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).

Answer:

Explanation:

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.

NEW QUESTION # 19

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).

Answer:

Explanation:

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.

NEW QUESTION # 20

Describe four types of culture that can exist within an organisation (20 points)

Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

Organisational culture refers to the shared values, beliefs, norms and behaviours that shape "the way things are done" in a workplace. One of the most widely used models is Charles Handy's four types of organisational culture, which describe different ways in which organisations can operate.

The first is the Power Culture. In this type, authority is concentrated at the centre, usually with a strong leader or small group of individuals. Decisions are made quickly, and personal influence is key. This culture can be dynamic and decisive but may create dependency on the leader and limit employee autonomy. In procurement, a power culture might mean senior management unilaterally deciding supplier strategies without consulting the wider team.

The second is the Role Culture. Here, the organisation is highly structured with clear roles, rules, and procedures. Power comes from position rather than personality. Stability and order are prioritised, making it efficient in predictable environments. However, it can be rigid and resistant to change. In procurement, this culture might be seen in public sector bodies where strict compliance, policies, and audit controls dominate purchasing activities.

The third is the Task Culture. This type is project-oriented, with teams formed to solve problems or deliver objectives. Power is based on expertise, and collaboration is valued. It is flexible, innovative, and well-suited to dynamic environments, but can cause conflict if resources are limited. In procurement, task culture is often evident in cross-functional category teams formed to deliver strategic sourcing projects.

The fourth is the Person Culture. Here, the focus is on individuals rather than the organisation. Employees see themselves as more important than the structure, and autonomy is prioritised. This is rare in large organisations but can be found in professional partnerships such as law or consultancy firms. In procurement, a person culture may appear where highly specialised experts operate independently, sometimes resisting organisational control.

In conclusion, Handy's four types of culture - power, role, task, and person - each offer strengths and weaknesses. Effective managers must understand the prevailing culture in their organisation and adapt their leadership approach. In procurement and supply, recognising cultural influences is vital to building cohesive teams, aligning strategies, and driving ethical and sustainable practices.

NEW QUESTION # 21

(Explain 5 different metaphors that can be used to describe an organisation)

Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

Organisations can be understood in many different ways through metaphors, which help managers and leaders interpret behaviour, culture and performance. Morgan's metaphors are widely used to explain these perspectives. Five key metaphors are explained below.

The first metaphor is the organisation as a machine. Here the business is seen like a well-oiled mechanism with standardised processes, clear rules, hierarchy and repeatable outputs. This works well for efficiency and control, for example in a procurement shared services function, but can be rigid and demotivating if flexibility and creativity are required.

The second is the organisation as an organism. This views the business as a living system that must adapt to its environment. Structures, processes and leadership styles must "fit" the context, whether technological, market-driven or human needs. In procurement, this could be seen when category teams adapt to sudden supply market changes, showing flexibility to survive in a dynamic environment.

The third is the organisation as a brain. This emphasises learning, feedback loops, and knowledge-sharing, where continuous improvement and innovation are central. Leaders encourage collaboration, reflection and data-driven decision-making. For procurement, this might be using spend analytics, lessons learned from supplier negotiations, and knowledge sharing across teams to improve sourcing strategies.

The fourth metaphor is the organisation as a culture. This highlights the shared values, beliefs and rituals that shape "how things are done." Leadership here involves role-modelling behaviours, building ethical cultures, and maintaining consistency between words and actions. In procurement, culture may show through an organisation's commitment to ethical sourcing, sustainability, and supplier diversity.

Finally, the organisation as a political system sees it as an arena of power and influence where decisions are made through negotiation, persuasion and coalition-building. Managers must understand power bases and stakeholder interests. In procurement, for instance, winning senior approval for a sourcing strategy may require influencing finance, operations, and CSR teams with

different agendas.

In summary, each metaphor offers insights into how organisations function. The machine focuses on control, the organism on adaptability, the brain on learning, the culture on shared values, and the political system on power and influence. Good leaders in procurement should recognise that all these metaphors may apply in different situations, and use them to manage individuals and teams more effectively.

NEW QUESTION # 22

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 # 23

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