

# CIPS L6M1 Training Solutions - Valid L6M1 Exam Tutorial



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We are amenable to offer help by introducing our L6M1 real exam materials and they can help you pass the Strategic Ethical Leadership practice exam efficiently. All knowledge is based on the real exam by the help of experts. By compiling the most important points of questions into our L6M1 guide prep our experts also amplify some difficult and important points. There is no doubt they are clear-cut and easy to understand to fulfill your any confusion about the exam. Our Strategic Ethical Leadership exam question is applicable to all kinds of exam candidates who eager to pass the exam. Last but not the least, they help our company develop brand image as well as help a great deal of exam candidates pass the exam with passing rate over 98 percent of our L6M1 Real Exam materials.

## CIPS L6M1 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>Understand and apply communication planning techniques: This section measures the skills of Communications Managers and focuses on evaluating influencing styles that can be used in the effective leadership of a supply chain. It covers implementing a vision of improved procurement, models for managing in different directions, and influencing styles for cross-functional leadership. A key skill measured is implementing a vision of improved communication.</li> </ul>

Topic 2	<ul style="list-style-type: none"> <li>Evaluate influencing styles for effective supply chain leadership: This section targets HR Managers and compares leadership techniques that can be used to influence personnel involved in a supply chain. It includes assessing the readiness of followers, leaders' attitudes to people, management by objectives, and emotional intelligence. A critical skill assessed is assessing the readiness of HR for a particular task.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>Understand and apply methods to overcome leadership challenges: This section focuses on Conflict Resolution Specialists and contrasts the sources of power and how they can be used to overcome common challenges faced by procurement and supply chain leaders. It includes perspectives on individual power and organizational power.</li> </ul>

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## Valid CIPS L6M1 Exam Tutorial - Valid L6M1 Test Question

It can be said that all the content of the L6M1 study materials are from the experts in the field of masterpieces, and these are understandable and easy to remember, so users do not have to spend a lot of time to remember and learn. It takes only a little practice on a daily basis to get the desired results. Especially in the face of some difficult problems, the user does not need to worry too much, just learn the L6M1 Study Materials provide questions and answers, you can simply pass the exam. This is a wise choice, and in the near future, after using our L6M1 training materials, you will realize your dream of a promotion and a raise, because your pay is worth the rewards.

### CIPS Strategic Ethical Leadership Sample Questions (Q31-Q36):

#### NEW QUESTION # 31

##### SIMULATION

Zoe has recently formed a cross-functional team to work on a new secret project called Project X. There are 8 members of Project X and these members have different ages, cultural backgrounds, lengths of service at the company and personalities.

Discuss 5 reasons why teams can fail, relating these to potential issues Zoe may face with her team, and discuss ways Zoe can overcome them. (25 points)

#### Answer:

##### Explanation:

See the Answer is the explanation

##### Explanation:

Why Teams Fail: Challenges in Cross-Functional Teams and Solutions for Zoe's Project X Cross-functional teams, such as Zoe's Project X team, bring together diverse skills, perspectives, and experiences. While this diversity can foster innovation, it also presents challenges that can lead to team failure if not managed properly. Below are five key reasons why teams fail, how these issues may arise in Project X, and how Zoe can overcome them.

#### 1. Lack of Clear Goals and Direction

##### How This Affects Project X:

If Zoe does not establish clear objectives, deliverables, and expectations, team members may work in different directions, leading to inefficiencies and frustration. Given that Project X is secret, the lack of transparency may cause confusion and disengagement.

##### Solution:

- ✓ Clearly define the project's mission, objectives, and success criteria at the outset.
- ✓ Use SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) to set expectations.
- ✓ Hold regular briefings to ensure all team members understand their role in the project.

#### 2. Poor Communication

##### How This Affects Project X:

With team members from different backgrounds, experience levels, and personalities, communication styles may vary. Some may hesitate to share ideas, while others may dominate discussions. This can lead to misunderstandings, silos, and frustration.

##### Solution:

- ✓ Establish clear communication channels, such as scheduled meetings, email updates, and collaboration tools (e.g., Slack, Microsoft Teams).
- ✓ Foster an open communication culture where all members feel comfortable sharing ideas.
- ✓ Encourage active listening to ensure all voices are heard.

#### 3. Conflict and Personality Clashes

How This Affects Project X:

Diversity in age, culture, experience, and personalities can cause friction. Senior employees may resist younger members' ideas, while different working styles may lead to disagreements. If conflicts go unmanaged, the team can become dysfunctional.

Solution:

- ✓ Conduct team-building exercises to build rapport and understanding among members.
- ✓ Implement a conflict resolution strategy, ensuring disputes are addressed constructively.
- ✓ Encourage a collaborative mindset, where team members focus on shared goals rather than personal differences.

#### 4. Lack of Trust and Team Cohesion

How This Affects Project X:

If team members do not trust each other or the leader, they may be reluctant to share ideas, take risks, or collaborate. The secrecy of Project X may also create skepticism and uncertainty among members.

Solution:

- ✓ Foster psychological safety, where team members feel safe sharing ideas without fear of judgment.
- ✓ Encourage transparency by sharing relevant information about the project whenever possible.
- ✓ Organize team bonding activities to strengthen relationships and build trust.

#### 5. Ineffective Leadership

How This Affects Project X:

If Zoe fails to lead effectively, team members may feel disengaged, unsupported, or micromanaged. A lack of clear decision-making can result in delays and frustration.

Solution:

- ✓ Zoe should adopt a situational leadership style, adjusting her approach based on team needs.
- ✓ Balance guidance with autonomy, ensuring team members feel empowered but supported.
- ✓ Regularly recognize and appreciate team members' contributions to boost morale.

Conclusion

For Project X to succeed, Zoe must proactively address these common team failures by setting clear goals, fostering strong communication, managing conflicts, building trust, and leading effectively. By implementing these strategies, she can ensure her cross-functional team remains engaged, motivated, and productive, driving Project X to success.

## NEW QUESTION # 32

### SIMULATION

Discuss the difference between mentoring and coaching. As well as mentoring and coaching, what other activities are completed by a manager? What skills does this require? (25 points)

**Answer:**

Explanation:

See the Answer is the explanation

Explanation:

(A) Difference Between Mentoring and Coaching (10 Points)

Both mentoring and coaching are essential for employee development, but they serve different purposes. Below is a structured comparison:

Aspect	Mentoring	Coaching
<b>Definition</b>	A long-term professional relationship where a <b>senior or experienced person (mentor)</b> guides a <b>junior or less experienced individual (mentee)</b> .	A short-term, structured process where a <b>coach provides specific guidance and training</b> to improve skills or performance.
<b>Objective</b>	Focuses on <b>career development, personal growth, and knowledge sharing</b> .	Focuses on <b>enhancing specific skills, improving performance, and achieving short-term goals</b> .
<b>Duration</b>	Long-term and informal	Short-term and structured
<b>Approach</b>	Relationship-based; <b>mentor provides advice, shares experiences, and guides career progression</b> .	Performance-based; <b>coach focuses on immediate skill development through structured feedback</b> .
<b>Who Initiates?</b>	Usually <b>mentee-driven</b> (mentee seeks guidance from an experienced mentor).	<b>Coach-driven</b> (coach provides training to help the individual improve).
<b>Example in Procurement</b>	A <b>Chief Procurement Officer (CPO)</b> mentors a junior procurement officer on leadership and strategic decision-making.	A <b>procurement manager</b> coaches an employee on improving supplier negotiation techniques.

#### Key Takeaways:

Mentoring is long-term, relationship-driven, and focused on personal/career development.

Coaching is short-term, performance-driven, and focused on specific skill enhancement.

#### (B) Other Activities Completed by a Manager (10 Points)

Apart from mentoring and coaching, managers in procurement and supply chain roles perform several key functions, including:

##### Strategic Planning and Decision-Making (2 Points)

Managers align procurement strategies with business goals, ensuring cost savings, risk management, and supplier selection.

Example: Deciding whether to source locally or internationally based on cost, lead time, and risk factors.

##### Performance Management & Employee Development (2 Points)

Managers conduct performance reviews, set KPIs, and ensure employees meet procurement objectives.

Example: Monitoring contract compliance and assessing supplier delivery performance.

##### Supplier and Stakeholder Relationship Management (2 Points)

Managers negotiate contracts, build relationships with suppliers, and collaborate with internal stakeholders.

Example: Engaging in supplier development programs to improve quality and efficiency.

##### Problem-Solving and Conflict Resolution (2 Points)

Managers handle supplier disputes, contract issues, and logistical challenges in procurement operations.

Example: Managing disputes with suppliers over late deliveries or non-compliance.

##### Compliance and Ethical Procurement Practices (2 Points)

Managers ensure adherence to procurement regulations, ethical sourcing policies, and sustainability goals.

Example: Implementing an anti-bribery and corruption policy in procurement operations.

#### (C) Skills Required for These Activities (5 Points)

To successfully carry out these responsibilities, a manager needs the following key skills:

##### Leadership & People Management (1 Point)

Ability to motivate, mentor, and coach employees while fostering a productive work environment.

##### Negotiation & Communication (1 Point)

Strong skills to negotiate contracts, resolve supplier disputes, and manage stakeholder expectations.

##### Strategic Thinking & Decision-Making (1 Point)

Capability to analyze procurement data and make informed strategic decisions to reduce costs and risks.

##### Problem-Solving & Conflict Resolution (1 Point)

Skill in addressing supply chain disruptions, supplier conflicts, and operational inefficiencies.

##### Ethical and Compliance Knowledge (1 Point)

Understanding of procurement laws, ethical sourcing, and corporate governance.

#### NEW QUESTION # 33

#### SIMULATION

Explain what is meant by the following terms: equality, discrimination and diversity (10 points) Discuss 5 benefits to having diversity

in an organisation / supply chain (15 points)

**Answer:**

Explanation:

See the Answer is the explanation

Explanation:

Overall explanation

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro - managers should be sensitive to these three areas

1) Equality (Equalities Act 2010)

2) Discrimination

3) Diversity

5 benefits:

4) Innovation

5) Avoids groupthink

6) Better market understanding

7) Happier employees

8) Useful in international business

Conclusion - world is interconnected, diversity is a good thing

Example Essay

Managers who are sensitive to the needs and differences of others are effective, successful leaders. For this reason it is important to distinguish between the following terms, which are often confused:

Equality refers to the state of being equal in rights, opportunities, treatment, or status, regardless of factors such as race, gender, age, religion, disability, or other characteristics. It emphasizes fairness, justice, and the absence of discrimination in the treatment of individuals and groups. Equality is shrouded into UK law in the Equalities Act 2010 meaning that it is illegal not to treat people the same.

Discrimination is the unjust or prejudicial treatment of individuals or groups based on their differences, either actual or perceived.

Discrimination involves actions or practices that disadvantage or harm certain individuals or groups, often leading to unequal treatment and opportunities. For example only hiring white-skinned employees or not letting a woman become a member of a golf club.

Diversity encompasses the range of differences and variations among individuals. Embracing diversity means recognizing, respecting, and valuing differences such as language, background and culture. Diversity goes beyond the visible traits such as race and gender and includes both inherent and acquired attributes such as educational level and political beliefs.

Benefits of Diversity in an Organization/Supply Chain

Enhanced Creativity and Innovation: Diverse teams bring together individuals with varied backgrounds, experiences, and perspectives. This diversity of thought and ideas fosters creativity and innovation as team members approach problems and challenges from different angles. Creative solutions lead to a competitive advantage for an organisation and the ability to adapt to changing market demands.

Improved Decision-Making: Diversity in decision-making helps avoid groupthink, a phenomenon where homogeneous groups tend to conform to a single perspective. Different viewpoints and perspectives lead to more robust discussions and more well-rounded decisions. Organizations thus benefit from a wider range of ideas and strategies to address complex issues.

Broader Market Understanding: Diversity within an organization's workforce reflects the diversity of its customer base and the broader market. Diverse teams are better equipped to understand the needs, preferences, and behaviours of a diverse customer population. This understanding can inform product development, marketing strategies, and customer engagement, leading to increased market share.

Increased Employee Engagement and Satisfaction: An inclusive workplace that values diversity fosters a sense of belonging among employees. Employees are more likely to be engaged and satisfied when they feel their perspectives and contributions are respected and appreciated. Higher job satisfaction can lead to improved retention rates and reduced turnover costs.

Global Competence and Adaptability: In a globalized world, organizations with diverse workforces and supply chains are better equipped to navigate international markets and cultural nuances. Employees from diverse backgrounds bring valuable insights into global business practices, languages, and cultural sensitivities. This global competence enables organizations to expand into new markets and adapt to changing international dynamics.

In summary, diversity in an organization or supply chain brings a multitude of benefits, including enhanced creativity, improved decision-making, better market understanding, increased employee engagement, and global competence. Embracing diversity not only aligns with principles of equality and reduces discrimination, but also contributes to an organization's overall success and sustainability in a diverse and interconnected world.

Tutor Notes

- To gain extra points in an essay like this, you could bring in some real life examples of discrimination and diversity. The best one I

can think of at the moment is Birmingham City Council which is currently in the news for pay discrimination

<https://www.bbc.com/news/uk-england-birmingham-66730165>

- You could also use some quotes on the topic as part of the introduction or conclusion:

- "Diversity is not about how we differ. Diversity is about embracing one another's uniqueness." - Ola Joseph

- "We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter their colour." - Maya Angelou

- "Diversity is not a compliance issue. Diversity is a growth strategy." - Tiffany Jana

- Study guide p. 198

- Additional reading: The Business Case For Diversity is Now Overwhelming. Here's Why | World Economic Forum (weforum.org)

## NEW QUESTION # 34

### SIMULATION

Discuss transformational and transactional approaches to leadership. Which is the most appropriate approach in the following case study:

Mo is a procurement manager at a large manufacturing organisation. He oversees a team of 5 procurement assistants. The assistants are currently not working to a high level; they lack skills and confidence in completing tenders and Mo is concerned about their abilities to conduct accurate work. (25 points)

### Answer:

Explanation:

See the Answer is the explanation

Explanation:

Introduction

Leadership is a critical factor in shaping employee performance, motivation, and overall organizational success. In procurement, managers must adopt a leadership style that aligns with their team's capabilities, business objectives, and operational challenges. Two widely recognized leadership styles are Transformational Leadership and Transactional Leadership, each with distinct characteristics and effects on team performance.

This essay will discuss both leadership styles, outlining their advantages and disadvantages. It will then evaluate which approach is best suited for Mo, a procurement manager facing skill and confidence issues among his team members.

Understanding Transformational Leadership

Definition

Transformational leadership is a leadership style that focuses on inspiring, motivating, and developing employees to reach their full potential. Transformational leaders act as mentors and role models, encouraging innovation, professional growth, and long-term performance improvements.

Key Characteristics of Transformational Leadership

Inspiration and Motivation - The leader encourages employees to perform beyond expectations through a compelling vision.

Individualized Support - Focuses on mentoring and coaching employees to enhance their skills.

Encourages Innovation - Employees are empowered to think creatively and solve problems.

Develops Future Leaders - Focuses on long-term talent development rather than short-term task completion.

High Engagement and Emotional Intelligence - Builds strong relationships with employees and fosters a positive workplace culture.

Advantages of Transformational Leadership

Encourages professional growth - Employees develop new skills and gain confidence.

Increases motivation and job satisfaction - Employees feel valued and supported.

Promotes innovation and continuous improvement - Encourages employees to think creatively.

Builds long-term organizational success - Creates future leaders through mentoring and skill development.

Disadvantages of Transformational Leadership

Time-consuming - Requires significant time and effort for mentoring and development.

Not suitable for urgent performance issues - If immediate performance improvement is needed, transformational leadership may be too slow.

Employees may resist change - Some employees may be unwilling to embrace coaching and new expectations.

Understanding Transactional Leadership

Definition

Transactional leadership is a leadership style based on a structured, performance-driven approach. It focuses on clear expectations, rewards for success, and consequences for underperformance. This style is best suited for improving task efficiency, enforcing compliance, and ensuring consistency.

Key Characteristics of Transactional Leadership

Clear Expectations and Rules - Employees have defined roles and responsibilities.

Performance-Based Rewards and Punishments - Good performance is rewarded, while poor performance is corrected through disciplinary actions.

Focus on Efficiency and Results - Emphasizes productivity and operational efficiency over employee growth.

Short-Term Performance Goals - Ensures immediate improvements in employee performance.

Hierarchy and Structure - Follows a strict chain of command.

Advantages of Transactional Leadership

- Ensures short-term efficiency and compliance - Clearly defines expectations, which leads to immediate improvements in performance.
- Effective for structured tasks - Employees know exactly what is expected, reducing uncertainty.
- Increases accountability - Employees are held responsible for meeting targets.
- Useful for crisis management - Provides a clear directive in high-pressure situations.

Disadvantages of Transactional Leadership

- Limited employee development - Focuses more on task completion rather than skill enhancement.
- Can reduce creativity and innovation - Employees may feel restricted by rigid expectations.
- May reduce motivation - Over-reliance on rules and punishments can create a negative work environment.
- Not ideal for building long-term talent - Employees may not develop leadership skills or confidence.

Which Leadership Style is Most Suitable for Mo?

Case Study Analysis: Mo's Leadership Challenge

Mo is a procurement manager leading a team of 5 procurement assistants.

The assistants are underperforming due to lack of skills and confidence.

Mo is concerned about their ability to complete procurement tenders accurately.

Evaluating the Best Leadership Approach for Mo

Criteria	Transformational Leadership	Transactional Leadership
Developing Employee Skills	 Excellent – Encourages learning and mentoring.	 Poor – Focuses on immediate compliance rather than skill development.
Boosting Employee Confidence	 Excellent – Encourages personal growth and motivation.	 Limited – May not help in building long-term confidence.
Ensuring Short-Term Performance Improvement	 Slower – Focuses on long-term growth rather than immediate results.	 Strong – Provides immediate discipline and structure.
Fostering Innovation in Procurement	 Strong – Encourages assistants to think creatively.	 Weak – Enforces rules but limits creative solutions.
Managing an Underperforming Team	 Good – Helps low-performing employees improve.	 Strong – Sets clear expectations and improves short-term performance.

Based on the specific challenges Mo is facing, neither leadership style alone is perfect. Instead, a combined approach is most suitable:

**Recommended Approach: A Blend of Transformational and Transactional Leadership**  
**Short-Term Approach: Transactional Leadership for Immediate Performance Improvement**  
 Mo should set clear expectations and enforce accountability to ensure the assistants improve their performance in procurement tenders.

Implement a structured training program with performance benchmarks.

Use performance-based incentives (e.g., bonuses, recognition for accurate work).

Provide constructive feedback on mistakes to encourage learning.

**Long-Term Approach: Transformational Leadership for Skill Development and Confidence**  
 Mo should act as a mentor and coach, providing continuous learning opportunities.

Encourage assistants to develop confidence in procurement by assigning them progressively challenging tasks.

Inspire the team by highlighting the importance of procurement excellence in achieving organizational goals.

Implement peer learning and mentorship programs to create a supportive learning environment.

**Conclusion**

Both Transformational Leadership and Transactional Leadership offer valuable benefits, but in the case of Mo's underperforming team, a blended approach is the most effective strategy.

Transactional Leadership should be used in the short term to improve immediate performance, enforce accountability, and ensure accuracy in procurement tenders.

Transformational Leadership should be introduced gradually to develop skills, boost confidence, and foster long-term career growth among the procurement assistants.

By combining both approaches, Mo can quickly improve his team's performance while ensuring they gain the necessary skills and confidence to succeed in procurement. This balanced leadership approach ensures short-term efficiency and long-term growth, making it the most effective strategy for Mo's situation.

## NEW QUESTION # 35

### SIMULATION

Banana Ltd is a international manufacturer and retailer of mobile telephones. It has a complex supply chain, which sources materials such as plastic and rare metals. These rare metals are mined in developing countries. Explain how Banana Ltd can develop a culture to achieve ethical practices (25 points)

#### Answer:

Explanation:

See the Answer is the explanation

Explanation:

Overall explanation

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro - what is an ethical culture?

P1 - create values and principles - put into writing

P2 - Lead by example

P3 - Transparency, whistleblowing

P4 - Decision making

P5 - Laws

P6 - having consequences for failing to follow the culture

Conclusion - culture isn't static, Banana Ltd needs to constantly update and review  
Example Essay An ethical culture in the workplace refers to the prevailing set of values, norms, principles, and practices within an organization that prioritize and promote ethical behaviour and decision-making among employees and stakeholders. It represents the collective commitment of an organization to conduct its business in a manner that is morally responsible, socially acceptable, and legally compliant. An ethical culture sets the tone for how employees interact with each other, make decisions, and engage with customers, suppliers, and the broader community. Banana Ltd can achieve this in the following ways:

**Ethical Values and Principles:** An ethical culture is built on a foundation of clear and well-defined ethical values and principles. These values guide employees in their actions and decisions, helping them distinguish between right and wrong. Banana Ltd should engrain these values and principles in writing by creating a vision statement and creating a formal CSR policy detailing expected behaviour from all employees and stakeholders.

**Leadership and Accountability:** Ethical leaders play a crucial role in fostering an ethical culture. They set an example by consistently demonstrating ethical behaviour and holding themselves accountable for their actions. Leaders also ensure that ethical standards are consistently applied throughout the organization. Therefore the leaders of Banana Ltd should lead by example. This may be in gaining MCIPS qualifications and other certifications that prove their loyalty to ethical issues.

**Transparency and Open Communication:** Ethical cultures encourage open and transparent communication. Employees are encouraged to speak up about ethical concerns or violations without fear of retaliation. Transparent processes and reporting mechanisms promote accountability. Banana Ltd could implement a Whistleblowing policy for example, so that if any employee knows of areas of concern, they can escalate this to management, without fear of repercussions.

**Ethical Decision-Making:** Ethical decision-making is central to an ethical culture. Employees are encouraged to consider the ethical implications of their choices, even when faced with challenging decisions that may have financial or competitive implications. For example with Banana Ltd, this may be actively severing ties with suppliers who are known to employ child labour in the mining of rare metals.

**Compliance with Laws and Regulations:** Ethical cultures emphasize strict adherence to laws and regulations. Banana Ltd should ensure that all activities are carried out within the boundaries of legal requirements, and violations are not tolerated. For example they should ensure that their HR policies are in line with the Equalities Act. As a large organisation they should also publish a statement about removing Modern Slavery from their supply chain, as per the Modern Slavery Act.

**Accountability and Consequences:** There are clear consequences for unethical behaviour. Banana Ltd should ensure that accountability mechanisms are in place to address ethical violations, and individuals who breach ethical standards may face disciplinary actions. For example if a supply chain manager is caught accepting an 'acceleration payment' or 'kickback' they should be fired.

An ethical culture in the workplace is essential not only for maintaining a positive organizational reputation but also for fostering a healthy, inclusive, and socially responsible work environment. It contributes to employee morale, customer trust, and long-term business sustainability. It is important for Banana Ltd to not only implement this culture, but to maintain it and constantly review it. The area of ethics and sustainability is constantly evolving so Banana Ltd should look to reassess its policies and processes regularly, and continue to strive to achieve more.

Tutor Notes

- You may have guessed that this question was loosely based on Apple. Apple is a good example of ethics and supply chain issues and is worth looking into as it's an excellent example to bring into an essay on the subject. Here are some links:

- Apple's Supply Chain Is on a Collision Course With Climate Change (bloomberg.com)



