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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 L5M1 Exam Syllabus Topics:**

Topic	Details
Topic 1	<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 2	<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 3	<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>
Topic 4	<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>

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## CIPS Managing Teams and Individuals Sample Questions (Q32-Q37):

### NEW QUESTION # 32

Discuss the importance of the following when entering a negotiation with a new supplier: curiosity, creative thinking, reflective analysis (25 points).

#### Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

When entering negotiations with a new supplier, a procurement professional must use a variety of interpersonal and cognitive skills to achieve the best outcome. Three important qualities are curiosity, creative thinking, and reflective analysis.

Curiosity (8-9 marks):

Curiosity means asking questions, exploring options, and seeking to understand the supplier's position. In a negotiation, curiosity allows the buyer to uncover the supplier's motivations, constraints, and priorities. For example, asking why a supplier has higher costs may reveal underlying logistics challenges, which could be solved collaboratively. Curiosity builds rapport, demonstrates interest, and helps procurement move beyond price to explore value-added benefits such as quality improvements or sustainability initiatives.

Creative Thinking (8-9 marks):

Creative thinking is about generating new solutions and finding alternatives to traditional approaches. In negotiation, this may involve looking for win-win outcomes rather than focusing only on cost. For example, instead of demanding lower prices, procurement could

propose longer contracts, volume commitments, or joint innovation projects that benefit both parties. Creative thinking expands the scope of negotiation and helps develop more sustainable supplier relationships.

#### Reflective Analysis (8-9 marks):

Reflective analysis involves reviewing past experiences and learning from them to improve decision-making. Before negotiating, procurement professionals can reflect on what has worked or failed in previous negotiations. During the negotiation, reflective analysis helps assess whether strategies are effective and adapt accordingly. After the negotiation, reflection allows continuous improvement in approach. For example, a buyer may reflect on why a past supplier negotiation failed due to being too aggressive, and adjust by using more collaborative tactics with the new supplier.

#### Conclusion:

Curiosity helps procurement gather insights, creative thinking enables innovative solutions, and reflective analysis ensures continuous improvement. Together, these skills allow procurement professionals to build trust, secure better value, and establish strong long-term relationships with new suppliers.

### NEW QUESTION # 33

Describe FIVE types of power that a stakeholder may have and compare how they may interact with the procurement department (25 points).

#### Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

Stakeholders can exert influence over procurement decisions in different ways. French and Raven identified five types of power that stakeholders may hold. Each has different implications for how procurement interacts with them.

#### 1. Legitimate Power:

This comes from a stakeholder's formal position or authority. For example, a Finance Director may require procurement to comply with budgetary controls. Procurement must respect legitimate authority but can also influence decisions by providing evidence and business cases.

#### 2. Reward Power:

This is based on the ability to provide benefits or incentives. For example, senior management may reward the procurement team with recognition or bonuses for achieving savings. Procurement can use this positively by demonstrating performance and aligning with organisational goals.

#### 3. Coercive Power:

This is the power to punish or impose sanctions. For instance, a project manager may pressure procurement to prioritise their project by threatening escalation if deadlines are missed. Procurement must manage this carefully, balancing demands with fairness and compliance.

#### 4. Expert Power:

This arises from specialist knowledge or skills. For example, a procurement professional with strong knowledge of supplier markets holds expert power, which can influence strategic decisions. Conversely, technical departments may hold expert power in specifying product requirements, requiring procurement to collaborate closely.

#### 5. Referent Power:

This is based on personal relationships, respect, or charisma

a. For example, a well-liked senior stakeholder may influence procurement decisions even without formal authority. Procurement must manage these situations by maintaining objectivity while leveraging strong relationships to gain support.

#### Comparison of Interaction with Procurement:

Legitimate power often requires compliance, while procurement may respond with process adherence and evidence-based justification.

Reward power creates motivation for procurement, but risks short-term focus if overused.

Coercive power can create conflict and stress; procurement must use negotiation and diplomacy to manage.

Expert power can be collaborative, as procurement and stakeholders share knowledge to improve outcomes.

Referent power relies on trust and relationships, which procurement can use to build coalitions and support for initiatives.

#### Conclusion:

The five types of power - legitimate, reward, coercive, expert, and referent - shape how stakeholders interact with procurement.

Understanding these power bases enables procurement professionals to adapt their approach, whether through compliance, persuasion, collaboration, or relationship-building. This ensures stakeholder management supports both procurement objectives and organisational goals.

### NEW QUESTION # 34

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 # 35**

Discuss 5 ways in which a Procurement Manager may approach conflict. You may refer to the Thomas Kilmann model in your answer (25 points).

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

Conflict is common in organisations and in procurement, where competing priorities, supplier issues, and internal pressures often clash. The Thomas-Kilmann Conflict Model identifies five different approaches managers may use to handle conflict, depending on the situation and the desired outcome.

The first approach is Competing (high concern for task, low concern for people). Here the manager asserts their own position to achieve quick results, even at the expense of relationships. For example, a procurement manager may insist on enforcing compliance with tendering rules despite stakeholder resistance. This is effective in crises but can harm morale if overused.

The second is Accommodating (low concern for task, high concern for people). In this style, the manager prioritises relationships by giving way to the other party's needs. For instance, a procurement manager might accept a stakeholder's preferred supplier to maintain goodwill, even if it is not the cheapest option. This preserves harmony but risks poor business outcomes if used too often.

The third approach is Avoiding (low concern for both task and people). Here, the manager withdraws from the conflict or postpones action. This may be appropriate when the issue is minor or when emotions are high, giving time for reflection. However, in procurement, avoiding conflict with a poor-performing supplier may worsen problems over time.

The fourth is Collaborating (high concern for both task and people). This involves working with others to find win-win solutions. For example, a procurement manager may work with finance and operations to balance cost, quality, and sustainability objectives in supplier selection. This is often the most effective approach but requires time and trust.

Finally, Compromising (medium concern for task and people) involves each side giving up something to reach a middle ground. For instance, a procurement manager may agree to split supplier contracts between two stakeholders' preferences. This provides quick solutions but may leave all parties partially dissatisfied.

Conclusion:

A procurement manager can approach conflict through competing, accommodating, avoiding, collaborating, or compromising. Each has strengths and weaknesses. The best managers adapt their style depending on the importance of the issue, the urgency of the decision, and the relationships involved. In procurement, collaboration often delivers the most sustainable results, but flexibility across all five approaches is key.

### **NEW QUESTION # 36**

Zarah is the Head of Procurement at a hospital. She feels that the Procurement Department is understaffed and due to the large volume of work she has decided to put together a business case to recruit one additional Procurement Assistant. Explain the process Zarah should complete in order to create this Business Case. (25 points).

#### **Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

When preparing a business case for additional resource, Zarah should follow a structured process to ensure that the proposal is clear, evidence-based, and aligned with the hospital's strategic objectives.

The first step is to identify the need. Zarah must gather evidence to show that the current department is understaffed and unable to manage the workload effectively. This may include statistics on increased purchase orders, supplier contracts, delays, or risks caused by the lack of staff.

Secondly, she should define the objectives of the business case. In this case, the objective is to secure funding and approval for an additional Procurement Assistant to ensure efficiency, compliance, and risk management in hospital procurement.

Thirdly, Zarah must analyse options. The business case should not only present recruitment as the only choice but also consider alternatives such as outsourcing, redistributing workload, or temporary staff. Each option should be reviewed in terms of cost, feasibility, and benefits.

Fourthly, she should present the costs and benefits. The costs will include salary, training, and any associated overheads. The benefits may include faster order processing, reduced errors, improved supplier management, compliance with healthcare regulations, and freeing up senior staff for strategic tasks. Non-financial benefits, such as improved staff morale and better patient outcomes through timely supply of materials, should also be highlighted.

The fifth step is to assess risks. For example, not hiring an additional assistant may risk delays in ordering medical supplies, poor compliance with procurement standards, and reputational damage to the hospital. Conversely, recruiting without sufficient workload planning could lead to under-utilisation of resources.

Sixthly, Zarah should recommend the preferred option. Based on evidence, she would recommend hiring one additional Procurement Assistant as the best way to meet the workload demands while delivering value.

Finally, she should prepare the formal document and presentation for hospital executives or the finance committee. The business case should be structured with an introduction, background, options, costs/benefits, risks, and recommendations.

Conclusion:

To create a strong business case, Zarah must identify the need, set clear objectives, analyse options, present costs and benefits, assess risks, and make a clear recommendation. A well-prepared business case will increase the likelihood of approval and ensure the procurement team has the resources needed to deliver efficient, compliant, and high-quality outcomes for the hospital.

### **NEW QUESTION # 37**

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