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CIPS L5M1

Basic characteristics of an organizations - correct answer Structure

Objectives

People

Fayols 5 functions of management - correct answer Planning

Organising

Commanding

Co ordinating

Controlling

STEEPLE - correct answer Socio- cultural ,Technological, Economic, Ecological, Political, Legal and Ethical

CSR (Corporate Social Responsibility) - correct answer Commitment to systematic consideration of the environmental, social and cultural aspects of an organisations operations

Any of the following considerations may be relevant in assessing an organisations CSR obligations

- sustainability issues

- environmental issues

- ethical trading

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CIPS L5M1 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.

Topic 2	• 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 3	• 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.
Topic 4	• 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.

>> L5M1 Exam Book <<

100% Pass Quiz Updated L5M1 - Managing Teams and Individuals Exam Book

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

NEW QUESTION # 22
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 # 23

(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 # 24

Discuss 3 main sources of conflict that may arise within a group (15 points). What positive and negative outcomes may arise from conflict? (10 points).

Answer:

Explanation:
See the Explanation for Detailed Answer
Explanation:
Part A - Sources of Conflict (15 points):
Conflict is natural in groups and arises when individuals or teams have incompatible goals, interests, or behaviours. Three common sources are:

Task-based conflict - This occurs when members disagree about the content of the work, objectives, or methods. For example, in a procurement team, conflict may arise over whether to prioritise cost savings or sustainability in supplier selection.

Relationship conflict - This stems from personality clashes, communication breakdowns, or differences in working styles. For instance, an extroverted negotiator may clash with an introverted analyst who prefers data-driven approaches.

Resource conflict - Groups often compete for limited resources such as time, budget, or staff. In procurement, this could occur if multiple project teams require the same supplier's resources or internal budgets.

Part B - Outcomes of Conflict (10 points):

Positive outcomes:

Can lead to creativity and innovation as different perspectives are debated.

Encourages problem-solving and improvement of processes.

Strengthens understanding when conflicts are resolved constructively.

Negative outcomes:

May reduce morale and trust if personal attacks or unresolved tension occur.

Can delay projects, damage productivity, and harm relationships with stakeholders or suppliers.

Creates stress and alienation, leading to higher turnover if prolonged.

In procurement, positive conflict may lead to innovative supplier solutions, while negative conflict may damage supplier negotiations or internal collaboration.

Conclusion:

The three main sources of conflict are task, relationship, and resource issues. Conflict is not always harmful - it can drive improvement and creativity if managed well, but if left unresolved, it can damage morale, performance, and stakeholder relationships. Managers must therefore encourage constructive conflict while minimising destructive forms.

NEW QUESTION # 25

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 criteri a. 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 # 26

What is meant by emotional intelligence? (5 points). In what ways is a high emotional intelligence quotient (EQ) beneficial to the procurement department of an organisation? (20 points)

Answer:

Explanation:
See the Explanation for Detailed Answer
Explanation:
Definition of Emotional Intelligence (5 points):
Emotional Intelligence (EI), popularised by Daniel Goleman, is the ability to recognise, understand, and manage one's own emotions as well as the emotions of others. It involves self-awareness, self-regulation, motivation, empathy, and social skills. A high EQ enables individuals to manage stress, build strong relationships, and influence others effectively.
Benefits of High EQ in Procurement (20 points):
Improved Negotiation Skills: Procurement professionals with high EQ can read emotions, adapt communication styles, and manage conflict effectively during supplier negotiations. This leads to stronger outcomes and sustainable supplier relationships.
Stronger Stakeholder Management: EQ helps buyers understand the needs and concerns of internal stakeholders (finance, operations, CSR). This fosters trust, persuasion, and collaboration in category strategies.
Conflict Resolution: In diverse teams or complex supply chains, conflict is common. High EQ managers can defuse tensions, listen actively, and find win-win solutions, maintaining team cohesion and supplier cooperation.
Resilience Under Pressure: Procurement often deals with supply crises, deadlines, or cost pressures. High EQ professionals manage stress, stay calm, and make rational decisions under pressure, maintaining credibility.
Team Leadership and Motivation: Managers with high EQ can inspire, coach, and support individuals, recognising different personalities and motivations. This improves morale, retention, and performance in procurement teams.
Ethical and Responsible Behaviour: High EQ includes empathy and awareness of wider impacts. Procurement leaders with EQ are more likely to consider ethical sourcing, sustainability, and supplier welfare, aligning decisions with organisational values.
Change Management: Procurement functions often undergo transformation (e.g., digital tools, supplier consolidation). Leaders with high EQ can communicate sensitively, understand employee concerns, and build buy-in for change.
Conclusion:
Emotional intelligence is the ability to manage emotions and relationships effectively. In procurement, high EQ strengthens negotiations, builds trust with stakeholders, resolves conflicts, motivates teams, and supports ethical and sustainable practices. It is therefore a critical capability for procurement leaders aiming to achieve both operational excellence and strategic value.

NEW QUESTION # 27

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