

L5M1 Examsfragen, L5M1 Prüfungsvorbereitung



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>> L5M1 Examsfragen <<

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CIPS Managing Teams and Individuals L5M1 Prüfungsfragen mit Lösungen (Q32-Q37):

32. Frage

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)

Antwort:

Begründung:

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.

33. Frage

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

Antwort:

Begründung:

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.

34. Frage

How can a procurement manager embed a culture of life-long learning within the department? (25 points).

Antwort:

Begründung:

See the Explanation for Detailed Answer

Explanation:

A culture of lifelong learning means that employees see continuous development as a normal part of their work, rather than a one-off event. For a procurement manager, embedding this culture requires leadership, systems, and consistent encouragement.

The first step is to lead by example. If the procurement manager demonstrates commitment to professional learning (e.g., pursuing CIPS qualifications or attending industry events), team members are more likely to follow. Role-modelling is a powerful way of embedding culture.

Secondly, the manager can create structured training and development programmes. This could include formal training courses on negotiation, category management, or e-procurement systems, combined with informal methods like mentoring and peer learning. Having clear learning pathways ensures staff know how to develop their careers.

Thirdly, the manager should encourage knowledge sharing within the team. This may involve "lunch and learn" sessions, after-action reviews of sourcing projects, or creating knowledge repositories where lessons learned are stored for future use. Sharing experiences embeds learning into daily work.

Fourthly, embedding learning into performance management is key. Training and development goals should be included in staff appraisals. For example, procurement assistants could be required to complete CPD (Continuing Professional Development) hours each year as part of their objectives.

Fifthly, the manager should encourage external engagement. Attending conferences, webinars, or supplier innovation workshops exposes staff to new ideas and best practices. In procurement, this is vital for staying ahead of supply chain trends such as sustainability or digitalisation.

Sixthly, the manager should recognise and reward learning efforts. When staff complete training, gain qualifications, or demonstrate new skills, this should be acknowledged publicly. Recognition motivates others to commit to learning.

Finally, the manager should ensure that resources and time are allocated for development. Lifelong learning will not happen if staff are overloaded with daily tasks. By scheduling training days or setting aside budgets, the manager signals that learning is valued.

Conclusion:

A procurement manager can embed lifelong learning by role-modelling development, providing structured training, encouraging knowledge sharing, linking learning to performance reviews, and recognising achievements. By creating this culture, the department becomes more skilled, innovative, and motivated, which ultimately delivers greater value to the organisation.

35. Frage

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).

Antwort:

Begründung:

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.

36. Frage

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

Antwort:

Begründung:

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.

37. Frage

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