

L5M1 Prüfungsfrage, L5M1 Zertifikatsfragen



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Es gibt ein Sprichwort, das Spiel beendet, wenn Sie es aufgeben. Die Prüfung ist ähnlich wie das Spiel. Viele geben die CIPS L5M1 Zertifizierungsprüfungen auf, wenn sie nicht genug Zeit haben. Aber Sie können L5M1 Prüfung mit guter Note bestehen, wenn Sie die richtige exam Fragen benutzen trotz kurzer Zeit. Glauben Sie nicht? Dann müssen sie die L5M1 Prüfungsunterlagen von PrüfungFrage probieren.

CIPS L5M1 Prüfungsplan:

Thema	Einzelheiten
Thema 1	<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.
Thema 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.

Thema 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.
Thema 4	<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.

>> L5M1 Prüfungsfrage <<

L5M1 Bestehen Sie Managing Teams and Individuals! - mit höhere Effizienz und weniger Mühen

Machen Sie sich noch Sorgen um die schwere CIPS L5M1 Zertifizierungsprüfung? Keine Sorgen. Mit den Schulungsunterlagen zur CIPS L5M1 Zertifizierungsprüfung von PrüfungFrage ist jede IT-Zertifizierung einfacher geworden. Die Schulungsunterlagen zur CIPS L5M1 Zertifizierungsprüfung von PrüfungFrage sind der Vorläufer für die CIPS L5M1 Zertifizierungsprüfung.

CIPS Managing Teams and Individuals L5M1 Prüfungsfragen mit Lösungen (Q23-Q28):

23. Frage

Discuss 4 factors that make up the individual and 3 different ways a manager can lead a team (20 points)

Antwort:

Begründung:

See the Explanation for Detailed Answer

Explanation:

Understanding individuals is crucial for effective leadership. People bring unique qualities to the workplace, which influence how they behave, perform, and interact. Four important factors that make up the individual are as follows.

Firstly, personality plays a major role. Traits such as extroversion, conscientiousness, or openness (from models like the Big Five) influence how individuals communicate, make decisions, and fit into teams. For example, an extrovert may thrive in negotiation roles, while an introvert may excel in analytical procurement tasks.

Secondly, attitudes and values shape how individuals respond to work situations. Values around ethics, sustainability, or fairness can influence motivation and alignment with organisational culture. In procurement, a professional with strong ethical values may be more resistant to corruption risks.

Thirdly, perception and motivation affect behaviour. Individuals interpret situations differently, and motivation theories such as Maslow, Herzberg or McGregor's Theory X/Y show how personal drivers impact performance. Some may be motivated by pay, others by recognition or career development.

Finally, abilities and skills define what individuals can contribute. These include technical competencies, problem-solving skills, and interpersonal abilities. A skilled negotiator, for example, adds significant value to a procurement team.

Managers must also choose effective ways to lead teams. Three common approaches are:

Autocratic leadership - where the manager makes decisions without consulting the team. This can be effective in crises or routine, highly regulated tasks (e.g., compliance procurement), but risks low morale if overused.

Democratic or participative leadership - where managers involve team members in decision-making. This improves engagement, creativity, and buy-in. For example, involving procurement staff in category strategy development can generate stronger results.

Laissez-faire leadership - where the manager provides minimal direction, allowing the team high autonomy. This works well when teams are highly skilled and self-motivated, but may cause confusion if individuals lack experience.

In conclusion, individuals are shaped by their personality, values, perceptions/motivations, and skills, all of which affect their

workplace performance. Managers can choose between autocratic, democratic, or laissez-faire leadership depending on the situation. Successful leaders adapt their style to the individuals and teams they manage, ensuring both high performance and motivation.

24. Frage

ABC Ltd is a software development company and employs around 100 people. Its executive Board of Directors is considering investing more resources in employee development. Briefly describe what is meant by employee development and explain the positive impacts of lifelong learning (25 points).

Antwort:

Begründung:

See the Explanation for Detailed Answer

Explanation:

Part A - Employee Development (5-8 marks):

Employee development refers to the ongoing process of improving staff knowledge, skills, and behaviours to enhance their performance and career progression. It includes both formal methods such as training courses, mentoring, and professional qualifications, and informal methods such as on-the-job learning, self-directed study, and peer collaboration. For ABC Ltd, employee development could mean providing software engineers with technical training, leadership coaching, or professional certifications to improve capability and engagement.

Part B - Positive Impacts of Lifelong Learning (15-18 marks):

Improved performance and productivity: Continuous learning ensures employees remain skilled in the latest technologies, enabling ABC Ltd to deliver innovative software solutions and maintain competitiveness.

Employee motivation and morale: When staff see the company investing in their development, they feel valued, which increases engagement and reduces alienation.

Retention and loyalty: Lifelong learning encourages employees to stay with the organisation as they see opportunities for growth, reducing turnover costs.

Adaptability and resilience: In fast-moving sectors such as software, continuous learning helps staff adapt to new tools, coding languages, and market changes, ensuring the business remains agile.

Innovation and creativity: Learning stimulates new ideas and problem-solving approaches, leading to more effective solutions in product development and project delivery.

Career progression and leadership pipeline: Lifelong learning develops not only technical skills but also soft skills such as communication, negotiation, and leadership, building the next generation of managers.

Conclusion:

Employee development is about building skills, knowledge, and behaviours to improve individual and organisational performance. Lifelong learning delivers multiple benefits, including productivity, innovation, motivation, and retention. For ABC Ltd, investing in continuous development will strengthen competitiveness, employee satisfaction, and long-term organisational success.

25. Frage

Describe 5 characteristics of a role that would make it intrinsically motivating to a potential employee. (25 points).

Antwort:

Begründung:

See the Explanation for Detailed Answer

Explanation:

Intrinsic motivation comes from within the individual and relates to personal satisfaction, growth, and achievement, rather than external rewards such as pay. The Job Characteristics Model (Hackman and Oldham) identifies several features of a role that can make it intrinsically motivating.

The first is Skill Variety. A role that allows employees to use a range of skills and abilities prevents boredom and makes the job more stimulating. For example, a procurement professional who undertakes supplier negotiations, contract management, and market analysis will find their role more engaging than one limited to routine administration.

The second is Task Identity. This means being able to complete a whole piece of work from start to finish. Employees are more motivated when they can see a clear outcome. In procurement, this could be managing a sourcing project end-to-end, from supplier selection through to contract award.

Thirdly, Task Significance adds motivation by making employees aware of the impact of their work on others. If individuals see that their role contributes to organisational goals or wider society, they gain intrinsic satisfaction. For example, a buyer working on sustainable sourcing projects may feel motivated by contributing to environmental and ethical improvements.

The fourth is Autonomy. When employees have control over how they perform their work, they feel trusted and empowered. In procurement, this could mean giving staff flexibility in how they manage supplier relationships or structure negotiations, rather than micro-managing every step.

Finally, Feedback is a key factor. Employees are motivated when they receive clear information on their performance, either from managers, colleagues, or the work itself. For example, a procurement professional who gets recognition for achieving cost savings or reducing supplier risks will feel intrinsically rewarded.

In summary, roles that offer skill variety, task identity, task significance, autonomy, and feedback are more likely to be intrinsically motivating. For managers, designing jobs with these characteristics is essential for creating engaged and high-performing teams, particularly in procurement where complex, meaningful, and responsible work opportunities can drive motivation.

26. Frage

Sayed manages a team of 3 procurement assistants within a window fabrication company - Glassy Bits Ltd. The company has been operating for 30 years and the procurement team is still paper-based. The three members of staff have been with the company for at least 10 years and are very comfortable with the way things operate. To procure items such as PVC plastic and glass to make the windows they usually phone suppliers and send paper POs which Sayed approves with a physical signature. Sayed believes efficiencies can be gained from 'going digital' and introducing e-procurement systems. He is worried at how the team may react to such a big change. Discuss the emotional stages that the team may go through when experiencing this change, and how Sayed should act in order to help navigate the team through the change. (25 points).

Antwort:

Begründung:

See the Explanation for Detailed Answer

Explanation:

When major change is introduced, employees often experience strong emotions. The Change Curve, based on Elisabeth Kubler-Ross's grief model, describes the stages staff may go through when faced with organisational change.

The first stage is Shock/Denial. The procurement assistants may initially resist the idea of e-procurement, insisting that the paper-based system "has always worked." Sayed should communicate openly about why the change is needed and provide clear facts about its benefits.

The second stage is Anger/Resistance. Staff may feel threatened, fearing loss of control or concern that they will not have the skills to manage digital systems. They may complain or openly resist. At this point, Sayed should listen empathetically, address concerns, and provide reassurance that training and support will be available.

The third stage is Exploration/Acceptance. Gradually, staff begin to see potential benefits, such as less paperwork and faster processes. Curiosity grows, and employees start experimenting with the new system. Here, Sayed should encourage participation, offer pilot training, and allow staff to test the system in a safe environment.

The fourth stage is Commitment/Integration. Once staff feel competent and confident, they fully adopt the change. At this stage, Sayed should reinforce the success, recognise achievements, and celebrate improvements, such as reduced errors or faster ordering.

How Sayed Should Act:

Communicate clearly - explain why digitalisation is important (efficiency, accuracy, competitiveness).

Provide training and support - ensure assistants feel capable of using the new e-procurement tools.

Involve the team - allow staff to give feedback on system design or pilot trials to increase buy-in.

Be empathetic and patient - acknowledge fears and provide reassurance during resistance.

Reinforce success - highlight early wins and show how the change benefits both the team and the organisation.

Conclusion:

The team is likely to experience stages of shock, anger, exploration, and eventual commitment as they move through the change curve. Sayed must act as a supportive leader by communicating openly, offering training, involving staff, and recognising progress.

This approach will help the team transition smoothly to e-procurement and ensure the change is successful.

27. Frage

What is meant by the 'systems approach' and 'contingency approach' to management? (20 points)

Antwort:

Begründung:

See the Explanation for Detailed Answer

Explanation:

Theories of management provide different ways of understanding how organisations can be led effectively. Two important perspectives are the systems approach and the contingency approach. Both move beyond early "one best way" classical theories

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