

Expert-Verified CIPS L6M1 Exam Questions for Reliable Preparation

CIPS L4M1 - Question & Answer Past exam questions

Q1. Outline FIVE differences between purchasing goods and purchasing services. - correct answer 1. Goods are tangible, services are intangible:

2. Services cannot be separated from their supplier:
3. Heterogeneity: goods are usually uniform in nature while services are unique at each delivery
4. Services 'perish' immediately on delivery whereas goods can be stored until required
5. Products are easier to specify, being tangible

Q2. Explain THREE circumstances in which a competitive tendering exercise might not be the best approach to making a purchase. - correct answer 1. Urgency

2. Commercial confidentiality or national security (e.g. military organisations):
3. Value of the purchase:
4. Production costs cannot be measured accurately:
5. Price is not the only criterion for supplier selection and contract award
6. Intellectual Property Rights and monopoly

Q2. Describe TWO e-sourcing tools and their use in procurement and supply. - correct answer 1. E-Catalogues

2. E-Tendering
3. E. Auction
4. Reverse Auctions
5. Online supplier evaluation data

Q3. Explain the role of a shared services unit (SSU). - correct answer SSUs reflect a desire to centralise and share services

The shared service provider becomes a dedicated provider of services such as: finance, HR, IT and procurement which continue to be provided internally

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CIPS L6M1 Exam Syllabus Topics:

Topic	Details
Topic 1	• Compare leadership techniques: This section measures the skills of Stakeholder Engagement Managers and evaluates how to create a communication plan to influence personnel in the supply chain. It covers stakeholder analysis, how to obtain buy-in to supply chain strategies, and the use of the Internet for publishing information. A key skill measured is obtaining stakeholder buy-in effectively.

Topic 2	Understand and apply leadership skills and behaviors: This section measures the skills of Procurement Managers and focuses on critically evaluating the differences between leadership and management. It covers defining leadership roles, the importance of leadership, situational leadership, and transformational leadership. A key skill measured is differentiating leadership and management approaches effectively.
Topic 3	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.
Topic 4	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.
Topic 5	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.
Topic 6	Understand and apply ethical practices and standards: This section measures the skills of Regulatory Compliance Managers and assesses regulations that impact the ethical employment of people.

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Pass Guaranteed Quiz 2025 CIPS L6M1: High-quality Strategic Ethical Leadership Latest Braindumps Book

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CIPS Strategic Ethical Leadership Sample Questions (Q24-Q29):

NEW QUESTION # 24

SIMULATION

Discuss the role that independent organisations in the third sector can play with regards to ethical business practices. Your answer may make reference to one or more of the following: United Nations, Trócaire UK, Walk Free Foundation, IMF, ILO. (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

Introduction - what is the 3rd sector?

P1 - role of advocate - promoting ethical business practices

P2 - role of watchdog

P3 - role of researcher - example of UNICEF and Cocoa

P4 - role of influencing global policies e.g. ILO Decent Work Agenda

P5 - Decent Work Agenda - explanation

Conclusion - work of third sector is critical to support advances in ethical business practices. Example Essay Independent organizations in the third sector, also known as non-governmental organizations (NGOs) and civil society groups, play a crucial role in promoting ethical business practices on a global scale. This essay explores the multifaceted role of independent organizations in advancing ethical business practices and will focus on the work of the United Nations and the International Labour Organization (ILO).

Independent organizations in the third sector serve as advocates for ethical business practices. They raise awareness about ethical issues, such as fair labour practices, environmental sustainability, and responsible supply chain management. By conducting research, publishing reports, and engaging in public discourse, these organizations bring attention to areas where ethical improvements are needed.

Moreover, independent organizations often act as watchdogs, monitoring the actions of businesses and governments to ensure adherence to ethical standards. They use tools like corporate social responsibility (CSR) evaluations and human rights impact assessments to hold organizations accountable for their practices. For instance, NGOs may investigate and expose cases of labour exploitation or environmental violations in global supply chains.

For example, the International Labour Organization (ILO), a specialized agency of the United Nations, initiated efforts to combat child labour and forced labour in the cocoa industry. Children, often working in hazardous conditions, were involved in harvesting cocoa beans, which raised serious ethical and human rights concerns. The ILO along with UNICEF (United Nations Children's Fund) conducted studies, surveys, and assessments to gather data on child labour and forced labour. This resulted in the creation of the Harkin-Engel Protocol. Under the protocol, the chocolate and cocoa industry committed to taking specific actions to eliminate the worst forms of child labour and forced labour from cocoa production, encouraging businesses to adopt responsible sourcing practices, implement traceability measures, and invest in community development programs. While challenges persist, ILO/UNICEF's efforts have contributed to significant improvements in labour conditions and a greater emphasis on ethical practices in the cocoa supply chain.

Furthermore, the United Nations, particularly the Economic and Social Council (ECOSOC), provides a platform for independent organizations to engage with governments and international institutions on ethical business practices. ECOSOC consults with NGOs, enabling them to contribute to discussions on sustainable development goals, human rights, and economic policies. This engagement ensures that ethical considerations are integrated into global policymaking.

Another example of how third sector organisations contribute to ethical business practices is the International Labour Organization (ILO) conventions, such as the 2018 Decent Work Agenda. This framework encompasses four main pillars

1) Employment: creating jobs and expanding opportunities for all. The goal is to promote full and productive employment, ensure equal pay for equal work, and reduce informal employment. It also emphasizes the importance of addressing unemployment, underemployment, and vulnerable employment, particularly in developing countries.

2) Social Protection: it highlights the need for comprehensive social protection systems. This includes access to essential health services, maternity protection, unemployment benefits, disability benefits, and pensions. Social protection helps individuals and families cope with various economic and social risks.

3) Social Dialogue: the active participation of workers, employers, and governments in decision-making processes related to labour policies and regulations. Social dialogue is essential for achieving fair and equitable labour practices, including collective bargaining and labour rights.

4) Rights at Work: the right to freedom of association, the right to collective bargaining, the elimination of forced labour and child labour, and the elimination of discrimination in the workplace. Ensuring these rights helps create a fair and just work environment.

The Decent Work Agenda represents a comprehensive and integrated approach to labour and employment issues, aiming to improve the well-being of workers and their families while fostering economic growth and development. It addresses the challenges and opportunities arising from changes in the world of work, such as globalization, technological advancements, and demographic shifts.

In conclusion, independent organizations in the third sector are instrumental in advancing ethical business practices globally. Their roles as advocates, monitors, collaborators, and educators are essential in holding businesses and governments accountable for their actions. Through engagement with institutions like the United Nations and initiatives like the ILO's Decent Work Agenda, these organizations contribute to the promotion of ethical practices in business, fostering a more just and sustainable global economy. Their efforts complement the broader goals of achieving social responsibility, human rights, and environmental sustainability in the business world.

Tutor Notes

- Out of those listed, you could get a lot of content out of the UN and ILO (remember the ILO is part of the UN). These would be my personal choice to pick and learn about because there are lots of examples you could talk about. I chose Cocoa and Child Labour. Other things you could have wrote about include:

- ILO Convention No. 29 (Forced Labour Convention, 1930): This convention requires member states to suppress the use of forced labour in all its forms, including slavery, debt bondage, and forced or compulsory labour.

- ILO Convention No. 105 (Abolition of Forced Labour Convention, 1957): This convention complements Convention No. 29 and aims to abolish forced labour through measures such as effective enforcement of laws and policies.

- Goal 8 of the United Nations Sustainable Development Goals (SDGs) specifically targets decent work and economic growth.

Target 8.7 within this goal calls for the "immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour." The UN promotes the SDGs as a

framework for addressing forced labour and related issues.

- The UN provides technical assistance to countries, helping them develop and implement legislation and policies to combat forced labour. This assistance includes capacity building, training, and sharing best practices.
- Tradecraft UK, Walk Free and IMF are also mentioned in the study guide. Here's some info you could have included if you wished to talk about them in your essay:
- Tradecraft = IMPORTANT - as of 2023 this organisation is in Administration. The study guide and exam questions were written before this happened, so may refer to it in the present tense. Your response should mention it in the past tense. Tradecraft was a UK-based Fair Trade Organisation that sold products that were traded fairly in the UK. Their mission was to fight poverty through promoting approaches to trade that will help people in developing countries change their lives. It developed programmes working with poor producers in Africa and Asia. E.g. helped small Indian tea producers negotiate higher prices and get representation on the Tea Board of India. Also helped African Farmers negotiate for better PPE and provided training to them so they're more confident to negotiate contract terms such as not allowing late changes to quantities. Tradecraft goes into Administration - One World Shop
- Walk Free Foundation = Aim is to eliminate modern slavery- publishes the Global Slavery Index. They engage in research, advocacy, and awareness-raising activities. Walk Free Foundation Official Website

NEW QUESTION # 25

SIMULATION

Discuss the following strategies for resolving conflict: prevention, conflict management and conflict resolution. Provide examples of where these strategies may be appropriate, giving advantages and disadvantages to each (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 - conflict is part of human nature

P1 - prevention, example, advantages, disadvantages

P2 - conflict management, example, advantages, disadvantages

P3 - conflict resolution, example, advantages, disadvantages

Conclusion - which one depends on people involved, nature of conflict and severity.

Example Essay

Conflict is a natural part of human interaction and can occur in various contexts, including personal relationships, workplaces, and communities. To address conflicts in the workplace effectively, organizations often employ three primary strategies: prevention, conflict management, and conflict resolution. Each strategy has its advantages and disadvantages, and their appropriateness depends on the specific situation and the parties involved.

Conflict Prevention: Conflict prevention involves proactively identifying potential sources of conflict and taking measures to prevent them from escalating into disputes. For example, an organization implements clear communication channels and policies to address employee grievances promptly, reducing the likelihood of conflicts stemming from miscommunication. Another example may be a line manager and new employee discussing their expectations and boundaries early in their relationship to avoid misunderstandings that could lead to conflicts later.

Advantages:

- Cost-effective: Preventing conflicts is often more cost-effective than dealing with their consequences.
- Preserves relationships: It helps maintain positive relationships by avoiding unnecessary tension and hostility.
- Promotes productivity: In a workplace, conflict prevention can lead to a more harmonious and productive environment. People feel more comfortable and less stressed when they know where they stand.

Disadvantages:

- Not always possible: Some conflicts are inevitable, and prevention may not address deeply rooted issues. It's also not possible to predict every conflict. Prevention only works if you foresee issues.
- Time-consuming: Implementing preventive measures can require time and effort. Especially if it's not known whether a conflict will arise or not.

Conflict Management: Conflict management focuses on addressing conflicts as they arise, with the aim of minimizing their negative effects and finding mutually acceptable solutions. People openly discuss the conflict with the aim of reaching a mutual understanding of the disagreement. This approach requires a supportive leader trained in group skills and is usually used to try and prevent, or at least minimise, conflicts as they arise. For example, in a workplace two colleagues disagree about the best way to approach a task - they take the discussion to a meeting room with their supervisor and reach an agreeable outcome by finding common ground such as splitting the task into two parts, and each taking responsibility for their part.

Advantages:

- Addresses issues directly: Conflict management acknowledges the problem and attempts to find solutions.
- Preserves relationships: When managed well, conflicts can strengthen relationships by fostering understanding and compromise.
- Opportunity for growth: It can lead to personal and organizational growth by addressing underlying issues.

Disadvantages:

- Time and energy-consuming: Conflict management can be emotionally draining and time-consuming.
- Risk of escalation: If not handled properly, conflicts can escalate and get worse, causing more harm in the long term.
- No guarantee of resolution: Some conflicts may not have easily achievable solutions.

Conflict Resolution. Conflict resolution is the process of finding a definitive solution to a conflict, often resulting in a formal agreement that satisfies all parties. It is used after conflict has already broken out and sometimes when conflict management has already failed.

A 3rd party such as a Liaison Officer mediates a resolution meeting, setting rules and procedures on behaviour conduct. An example of this is a dispute between buyer and supplier over a contract term which is taken to alternative dispute resolution such as arbitration. Another example may be a dispute between two employees which is taken to HR and each employee has a representative/ witness present.

Advantages:

- Permanent solution: Conflict resolution aims to resolve the issue once and for all. Unlike the other two approaches, the decision is final and cannot be undone.
- Legal and formal: It can be legally binding and provide a clear framework for compliance, unlike the other two options.

Disadvantages:

- Time-consuming: Conflict resolution can take a significant amount of time, especially if legal proceedings are involved.
- Costly: It can be expensive, particularly when legal or professional mediation services are required such as contract disputes between buyers and sellers.
- May not satisfy all parties: Some parties may feel they've lost or been unfairly treated, which can lead to lingering resentment.

In practice, the choice of strategy depends on the nature and severity of the conflict, the parties involved, and the desired outcomes. Often, a combination of these strategies may be employed to effectively address conflicts in various situations. Effective conflict management requires adaptability and a careful assessment of the specific circumstances to determine the most appropriate approach.

Tutor Notes

- there are so many parts to this question. I recommend doing a quick plan at the start like I've done. You can then flick back to this once you've finished your essay to check you've included all the points. For example, did you write the disadvantage of conflict management? Did you include an example of conflict resolution? There's so many things you could accidentally miss out here so do double check your work at the end.

- Students often get conflict management and conflict resolution mixed-up. Hopefully the above essay helps clear this up if you weren't sure before.

- Some quotes on conflict management which you could use in your essay:

"In the middle of every difficulty lies opportunity." - Albert Einstein

"If you want to resolve a conflict, you must be willing to compromise." - John Hume

- Study guide p. 254

NEW QUESTION # 26

SIMULATION

Fred has recently been promoted from a Procurement Executive to Head of Procurement at Silly Name Company. Having worked in the procurement department of Silly Name Company for over 15 years, he has many ideas of how to improve the department, some of them radical. How can Fred assess the readiness of the department to change? How would this impact his decisions to introduce his desired changes? (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Assessing Readiness for Change and Decision-Making: Fred's Approach as Head of Procurement Fred's recent promotion from Procurement Executive to Head of Procurement at Silly Name Company presents him with an opportunity to implement his ideas for departmental improvement. However, as someone who has worked in the same organization for 15 years, Fred must first assess the department's readiness for change before implementing radical reforms. Failure to do so could lead to resistance, disruption, and inefficiency. This essay explores how Fred can evaluate change readiness, and how this assessment will influence his decision-making.

Assessing the Readiness for Change

To successfully introduce changes in procurement, Fred must evaluate key factors that determine whether the department is ready to

accept and implement new ideas.

1. Understanding the Organizational Culture

Fred should assess whether the company culture supports innovation and change or prefers stability and routine.

Indicators of Readiness: ✓ A culture that embraces innovation and continuous improvement.

✓ Employees who actively propose new ideas and improvements.

Potential Barriers: ✗ A culture resistant to change, where employees prefer "the way things have always been done."

✗ A history of failed change initiatives, causing skepticism.

Assessment Method:

✓ Surveys or feedback sessions to gauge employee attitudes toward change.

✓ Observing past change efforts-were they successful or met with resistance?

2. Evaluating Employee Buy-in and Mindset

Fred needs to assess whether employees are open to new ways of working or if they fear change due to job security concerns, workload increases, or lack of skills.

Indicators of Readiness: ✓ Employees express willingness to adopt new tools and processes.

✓ Staff members demonstrate adaptability to past procedural updates.

Potential Barriers: ✗ Employees fear that changes might make their jobs redundant.

✗ Resistance due to lack of understanding or training.

Assessment Method:

✓ Conduct one-on-one discussions or anonymous surveys on employee perceptions of change.

✓ Identify change champions who are enthusiastic about improvements.

3. Analyzing Current Processes and Pain Points

Before implementing radical changes, Fred must determine if current procurement processes are inefficient or if employees feel the need for change.

Indicators of Readiness: ✓ Procurement staff express frustration with outdated systems.

✓ Frequent delays, bottlenecks, or inefficiencies in procurement processes.

Potential Barriers: ✗ Employees feel the current processes work well enough and resist changing them.

✗ Lack of data to justify why new processes would be better than existing ones.

Assessment Method:

✓ Conduct a process audit to evaluate inefficiencies.

✓ Use KPIs (Key Performance Indicators) to measure procurement effectiveness.

4. Assessing Resource Availability

Even if the department is open to change, Fred must ensure there are sufficient resources (budget, technology, and expertise) to implement his ideas.

Indicators of Readiness: ✓ A budget exists to invest in new tools, training, or staff.

✓ The organization is willing to commit resources for change implementation.

Potential Barriers: ✗ Limited financial resources may delay or scale down initiatives.

✗ Employees lack the technical skills to adapt to new procurement methods.

Assessment Method:

✓ Check the procurement budget and forecast costs for proposed changes.

✓ Evaluate if the current team has the skills needed or requires training.

5. Leadership and Senior Management Support

Without support from senior management, Fred's efforts may not succeed. He must assess how committed leadership is to change.

Indicators of Readiness: ✓ Senior leaders prioritize procurement transformation.

✓ Executives provide clear sponsorship and communication about improvements.

Potential Barriers: ✗ Leaders have competing priorities and are not fully committed.

✗ Conflicting objectives between departments slow down decision-making.

Assessment Method:

✓ Schedule meetings with senior management to discuss alignment.

✓ Seek an executive sponsor to advocate for procurement reforms.

How Readiness Assessment Impacts Fred's Decision-Making

After evaluating the department's change readiness, Fred's approach to implementing changes will depend on the findings.

1. If Readiness is High:

Fred can proceed with bigger, transformative changes.

He can introduce automation tools, new supplier strategies, or restructuring initiatives.

A detailed change management plan should be developed, outlining: ✓ Timelines for implementation.

✓ Training programs to upskill employees.

✓ Performance metrics to track improvements.

2. If Readiness is Moderate:

Fred should implement gradual, phased changes rather than radical reforms.

He may need to educate employees on the benefits of change before pushing large initiatives.

Focus on quick wins that build momentum, such as: ✓ Small process optimizations.

- ✓ Minor policy adjustments.
- ✓ Pilot projects to test new ideas before full-scale rollout.

3. If Readiness is Low:

Fred must address employee concerns first before implementing major changes.

He should focus on communication and engagement to create a culture more open to change.

Strategies to increase readiness include: ✓ Organizing workshops and discussions to explain the need for change.

✓ Showcasing case studies of successful procurement transformations.

✓ Gaining senior leadership support to drive top-down change.

Conclusion

For Fred to successfully implement his procurement transformation ideas, he must first assess whether the department is ready for change. By evaluating organizational culture, employee mindset, process efficiency, resource availability, and senior management support, he can determine the right strategy-whether to proceed with radical changes, implement gradual improvements, or first increase change readiness. His decisions should be guided by employee engagement, clear communication, and alignment with business goals, ensuring that changes enhance procurement efficiency without causing unnecessary disruption.

NEW QUESTION # 27

SIMULATION

Explain what is meant by the 'Informal Organisation'. How can this have a positive or negative impact upon an organisation? (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 it

P1 - what makes up the informal organisation. Example

P2 - positive

P3 - negative

Conclusion - organisations need to appreciate its existence, harness the positive (communication and helping each other) but mitigate the bad (cliques and rumours).

Example Essay

The "Informal Organization" refers to the unofficial, and often spontaneous network of relationships, interactions, and communication that develop among employees within an organization. It exists alongside the formal structure and hierarchy of the organization, which is usually defined by the organizational chart, job roles, and official reporting relationships. The informal organization, on the other hand, is not documented or officially sanctioned but plays a significant role in shaping the work environment and influencing how work gets done.

The informal organisation is composed of: social networking (informal groups of friends), the Grapevine (informal messages, rumours) and collective values (groups making assumptions - familiarity breeds contempt). An example of this may be employees from different departments who routinely have lunch together and 'gossip' about the company. The Informal Organization exists in all types of organisation, regardless of the formal structure and it can have both positive and negative impacts on an organization:

Positive Impact:

Enhanced Communication: Informal networks often facilitate communication and information flow that might be limited within the formal structure. Employees can share ideas, solutions, and concerns more freely, leading to increased innovation and problem-solving.

Rapid Response to Change: Informal groups can adapt quickly to changes in the work environment, helping employees cope with uncertainty and transitions. They can be valuable during times of crisis or when the organization needs to pivot.

Social Support: Informal relationships can provide emotional support and a sense of belonging, reducing workplace stress and improving employee morale and job satisfaction. This can lead to higher retention rates and productivity. This is particularly true when activities or hobbies are included, for example a group of colleagues who create a football league and play after work.

Knowledge Transfer: Informal networks often facilitate the transfer of tacit knowledge (knowledge that is not easily documented) among employees, helping with onboarding, skill development, and organizational learning. For example, a more senior employee telling a new starter that Client A is a hothead so to make sure you answer his emails first.

Problem Resolution: Employees within informal networks may assist each other in resolving work-related issues, leading to quicker problem resolution and improved overall efficiency.

Negative Impact:

Cliques and Exclusivity: Informal groups can sometimes lead to cliques or exclusionary behaviour, which may create a sense of favouritism or inequality. This can negatively impact morale and teamwork. For example if the manager plays in the football league mentioned above he may consciously or unconsciously pick someone else who plays football for a promotion.

Resistance to Change: In some cases, informal groups may resist organizational changes that threaten their established norms or power dynamics, hindering the implementation of necessary reforms.

Gossip and Rumours: Informal communication can lead to the spreading of rumours, misinformation, or negative perceptions, which can harm employee morale and create a culture of distrust.

Conflict and Discord: Informal networks can sometimes breed conflicts and rivalries, which may spill over into the formal organization and disrupt teamwork and productivity. This may be those who play football vs those who don't.

Lack of Accountability: In the absence of clear reporting structures, the informal organization can undermine accountability, as individuals may not be held responsible for their actions or decisions.

In summary, the informal organization can have a significant impact on an organization, both positive and negative. Understanding and managing these informal dynamics is essential for creating a productive and harmonious work environment. The organisation should foster a culture of inclusivity and diversity to reduce the formation of cliques and utilise informal networks for knowledge sharing and employee engagement initiatives.

Tutor Notes

- The football example is from my own personal experience. Another example is a split between people who go for a drink after work and those who don't.

- Informal organisations is on p. 250 of the study guide. It came up as a topic in May 22 but that was about how it can impact change, specifically. So you could get a question like the above on pros and cons. Or a question with a case study.

- I love this quote: "Gossip is just the news wearing a tutu." - Barbara Kingsolver. I think it perfectly sums up the informal organisation. It's communication channels and relationships, just in a tutu.

NEW QUESTION # 28

SIMULATION

Discuss the 5 approaches to management of the Blake Mouton Managerial Grid. How can this be applied to the role of a procurement manager? (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Introduction

Management effectiveness is critical for organizational success, particularly in functions like procurement, where balancing cost efficiency, supplier relationships, and operational effectiveness is key. The Blake Mouton Managerial Grid provides a framework for evaluating leadership styles based on a manager's concern for people (team members, stakeholders, suppliers) versus concern for production (task completion, efficiency, and profitability).

This essay will discuss the five approaches to management outlined in the Blake Mouton Managerial Grid and explore how procurement managers can apply them to enhance procurement performance.

Understanding the Blake Mouton Managerial Grid

The Blake Mouton Managerial Grid (1964) classifies management styles based on two axes:

Concern for People - The degree to which a leader considers employee motivation, satisfaction, and well-being.

Concern for Production (or Task) - The extent to which a leader focuses on achieving organizational goals, efficiency, and productivity.

This results in five distinct leadership styles, each with its strengths and weaknesses.

The Five Approaches to Management in the Blake Mouton Grid

Management Style	Concern for People	Concern for Production
Impoverished Management	Low	Low
Task Management	Low	High
Country Club Management	High	Low
Middle-of-the-Road Management	Moderate	Moderate
Team Management	High	High

1. Impoverished Management (Low Concern for People, Low Concern for Production) Description:

Leaders with an impoverished management style exert minimal effort to manage people or production.

They often avoid decision-making, fail to motivate employees, and show little interest in organizational goals.

This approach leads to low productivity, disengaged employees, and poor procurement outcomes.

Impact on Procurement Management:

- ☐ Weak supplier management - Poor relationships with suppliers may lead to delivery delays and contract failures.
- ☐ No cost control - Procurement teams may fail to negotiate favorable pricing due to lack of leadership.
- ☐ Lack of strategic alignment - Procurement fails to support organizational goals, resulting in inefficiencies.

Example:

A procurement manager who ignores supplier performance reviews, does not enforce contract terms, and fails to manage procurement risks would be practicing an impoverished management style.

2. Task Management (High Concern for Production, Low Concern for People) Description:

Task-oriented managers focus solely on efficiency, cost-cutting, and productivity, while neglecting employee well-being and engagement.

This style is highly authoritative and focuses on strict rules, efficiency, and results-driven processes.

Impact on Procurement Management:

- ☐ Strict cost control - The procurement team will focus on cutting costs and maximizing efficiency.
- ☐ Strong compliance enforcement - Ensures strict adherence to procurement policies and regulations.
- ☐ Supplier dissatisfaction - Overly aggressive cost-cutting and negotiation tactics may harm supplier relationships.
- ☐ Low employee morale - Procurement assistants may feel undervalued, leading to high staff turnover.

Example:

A procurement manager who focuses only on cost reduction and efficiency, without considering supplier relationships or team well-being, would fit this style.

3. Country Club Management (High Concern for People, Low Concern for Production) Description:

A country club manager prioritizes employee satisfaction and relationships but neglects productivity and performance.

This results in a friendly, low-pressure environment, but with low accountability and inefficiency.

Impact on Procurement Management:

- ☐ Strong supplier and stakeholder relationships - Procurement teams collaborate well with suppliers but may overpay due to a lack of tough negotiations.
- ☐ High team morale - Employees feel valued and motivated.
- ☐ Lack of cost efficiency - Over-prioritizing relationships may result in weak cost controls.
- ☐ Ineffective risk management - Procurement managers may fail to enforce strict supplier performance criteria.

Example:

A procurement manager who develops strong relationships with suppliers but fails to hold them accountable for poor performance is practicing country club management.

4. Middle-of-the-Road Management (Moderate Concern for People, Moderate Concern for Production) Description:

Balances both people and task concerns, but does not excel in either.

Ensures some level of efficiency and employee satisfaction, but lacks a strong strategic direction.

Impact on Procurement Management:

- ☐ Balanced supplier relationships - Ensures cost efficiency while maintaining supplier goodwill.
- ☐ Moderate employee engagement - The team feels reasonably motivated, but lacks innovation and strong leadership.
- ☐ Missed cost-saving opportunities - Procurement might fail to maximize value due to a lack of strategic focus.
- ☐ Lack of strong risk mitigation - The procurement manager may not aggressively manage risks, leading to supply chain disruptions.

Example:

A procurement manager who performs adequately but does not drive significant improvements or cost savings fits this style.

5. Team Management (High Concern for People, High Concern for Production) Description:

The most effective leadership style, where the manager prioritizes both team well-being and achieving high performance.

Encourages collaboration, innovation, and accountability.

Focuses on both supplier relationships and cost efficiency.

Impact on Procurement Management:

- ☐ Optimized supplier performance - Ensures strong contract management, strategic sourcing, and supplier collaboration.
- ☐ High employee morale and performance - Employees are engaged, trained, and motivated to drive procurement success.
- ☐ Balanced cost and quality approach - Focuses on achieving cost efficiency while maintaining quality standards.
- ☐ Encourages innovation in procurement - Uses data analytics, AI, and technology to improve procurement processes.

Example:

A procurement manager who mentors their team, fosters supplier partnerships, and ensures cost savings while maintaining ethical procurement practices follows a team management approach.

Application of the Blake Mouton Grid to Procurement Management

The Blake Mouton Grid helps procurement managers identify their leadership style and improve team performance and supplier management. Here's how:

Developing High-Performance Procurement Teams - Procurement managers should strive for a team management approach, ensuring both efficiency and employee engagement.

Enhancing Supplier Relationship Management - A balanced approach ensures fair negotiations, long-term partnerships, and cost efficiency.

Strategic Cost Management - Managers should avoid being overly task-focused (cost-cutting) or too lenient on supplier pricing.
 Improving Risk Management - Ensuring strong governance and compliance while maintaining good supplier relationships.
 Continuous Improvement - Encouraging innovation, sustainability, and procurement technology adoption.

Conclusion

The Blake Mouton Managerial Grid provides valuable insights into leadership effectiveness in procurement management. Among the five approaches:

Team Management is the most effective style for procurement managers, balancing supplier relationships, cost efficiency, and employee engagement.

Task Management may be useful in cost-control situations, but must be balanced with ethical supplier management.

Country Club, Middle-of-the-Road, and Impoverished Management styles are less effective, as they fail to balance procurement efficiency and supplier relationships.

By adopting a "Team Management" approach, procurement managers can drive strategic value, optimize supplier performance, and enhance procurement team capabilities, ultimately contributing to long-term business success

NEW QUESTION # 29

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