

# From Real L5M1 Question to Managing Teams and Individuals, Easteest Way to Pass

## *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>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>
Topic 4	<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>

>> Real L5M1 Question <<

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### CIPS Managing Teams and Individuals Sample Questions (Q15-Q20):

#### NEW QUESTION # 15

Tania has recently been appointed the new manager of the Procurement Department at a toilet paper manufacturer. She will line manage a team of 8, who all perform different tasks and have a varying level of ability and knowledge. She has noticed that there has been no formal training provided to the team and that some people have been asked to complete tasks they do not feel comfortable with. Overall, performance and morale are both low. Discuss the importance of 1) embedding learning into the culture and 2) role congruence in this scenario (10 points). Describe actions that Tania should take to address the issues (15 points).

#### Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

Part A - Embedding Learning into the Culture (5 points):

Embedding learning into the organisational culture means creating an environment where continuous learning and development are valued and encouraged. In Tania's case, this is vital because the team has had no formal training, which contributes to low skills and low morale. A learning culture ensures employees feel supported in developing new abilities, reduces resistance to change, and prepares staff for future challenges. For procurement, this could involve training on negotiation skills, supplier relationship management, or e-procurement tools.

Part B - Role Congruence (5 points):

Role congruence means ensuring that an individual's skills, experience, and abilities match the tasks they are assigned. At present, some staff are being asked to complete tasks they are not comfortable with, which lowers confidence and morale. Aligning people's

roles to their capabilities improves job satisfaction, builds confidence, and enhances performance. For example, a staff member skilled in analysis should be allocated spend analysis tasks, rather than being pushed into high-pressure supplier negotiations without support.

Part C - Actions Tania Should Take (15 points):

Training and development programmes - introduce structured training to close knowledge gaps and give staff confidence in their roles.

Role review and alignment - assess individual skills and reassign tasks to match strengths, ensuring role congruence.

Mentoring and coaching - pair experienced staff with less experienced members to support learning and build capability.

Encourage continuous learning - build learning into team culture through workshops, lunch-and-learns, and reflection sessions after projects.

Regular performance reviews - provide feedback, set development goals, and celebrate progress to improve motivation.

Empowerment and involvement - involve staff in identifying training needs and improvement ideas to increase ownership.

Recognition and morale building - acknowledge achievements to rebuild confidence and team spirit.

Conclusion:

Embedding learning into the culture ensures that development is continuous, reducing skills gaps and raising confidence. Role congruence ensures that tasks match people's abilities, improving morale and performance. For Tania, focusing on training, role alignment, coaching, and recognition will rebuild her procurement team into a skilled, motivated, and high-performing unit.

## NEW QUESTION # 16

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 # 17

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 criteria. 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 # 18**

Explain what is meant by a heterogeneous / diverse workforce and explain one personality model that a manager could use to investigate the personalities within his/her team (25 points)

#### **Answer:**

##### Explanation:

See the Explanation for Detailed Answer

##### Explanation:

A heterogeneous or diverse workforce refers to a group of employees with varied characteristics, backgrounds, and perspectives. Diversity can relate to visible differences such as age, gender, ethnicity, or disability, as well as invisible factors like personality, values, experiences, and thinking styles. A diverse workforce is valuable because it brings multiple perspectives, creativity, and innovation, which can improve decision-making and problem-solving. However, it can also create challenges in communication, conflict management, and team cohesion if not managed effectively.

In procurement and supply management, diversity can mean having team members from different professional disciplines, cultural backgrounds, or experience levels. This mix can lead to better supplier negotiations, innovation in category strategies, and greater sensitivity to global ethical standards. For managers, the challenge lies in understanding and leveraging individual differences to build cohesive, high-performing teams.

One useful personality model for understanding team members is the Big Five Personality Traits (OCEAN model). This model is widely accepted in psychology and provides a framework for identifying personality differences across five dimensions:

Openness to Experience - measures creativity, curiosity, and willingness to try new things. In procurement, high openness could support innovation in supplier strategies.

Conscientiousness - relates to organisation, responsibility, and dependability. A conscientious buyer is likely to follow compliance rules and deliver accurate work.

Extraversion - reflects sociability, assertiveness, and energy. Extroverts may excel in supplier negotiations and stakeholder engagement.

Agreeableness - indicates cooperation, empathy, and trust. Highly agreeable individuals may be effective in collaboration but could avoid conflict even when necessary.

Neuroticism (Emotional Stability) - refers to sensitivity to stress and emotional control. Low neuroticism (high stability) is ideal in high-pressure procurement negotiations.

By applying this model, a manager can gain insights into the personalities of their team, allocate roles effectively, and provide tailored support. For example, a procurement leader may assign highly conscientious individuals to compliance-heavy processes, while extroverts may be placed in supplier-facing roles.

The use of the Big Five also helps managers balance team dynamics, identify potential conflict, and design training or coaching interventions. Understanding personality traits supports motivation strategies (e.g., Herzberg, Maslow), builds stronger communication, and enhances trust within diverse teams.

In conclusion, a heterogeneous workforce brings significant benefits but requires skilful management to harness its potential. The Big

Five Personality Traits provide a structured and evidence-based tool for understanding individuals, enabling managers to lead diverse teams more effectively and align strengths with organisational goals.

### **NEW QUESTION # 19**

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 # 20**

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