

# Real CIPS L5M1 Exam Questions [2023]-Secret To Pass Exam In First Attempt

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## CIPS L4M1 - Question & Answer Past exam questions latest 2023/2023

Q1. Outline FIVE differences between purchasing goods and purchasing services.  
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. 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.  
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). 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  
An SSU manages costs and quality SLAs to demonstrate value for money.  
An SSU's benefits may be summarised as:

- cost effective internal service;
- liaison with its customers;
- anticipating future demand;
- employing resources and providing higher levels of service more cost effectively than if they were provided by a department or an external provider.

Q3. A manufacturer of electrically powered tools for the engineering industry consists of four separate business units, each of which undertakes its own purchasing activities.

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### CIPS Managing Teams and Individuals Sample Questions (Q25-Q30):

#### NEW QUESTION # 25

Describe what is meant by knowledge transfer (10 points). How can a manager ensure strong knowledge management within the organisation? (15 points).

#### Answer:

Explanation:

See the Explanation for Detailed Answer

Explanation:

Part A - Knowledge Transfer (10 points):

Knowledge transfer refers to the process of sharing skills, experience, insights and information from one person or group to another within an organisation. It ensures that valuable expertise is not lost and that best practice can be replicated. This can happen formally, such as through training, mentoring, or documented procedures, or informally, through conversations, collaboration, and shared experiences. In procurement, knowledge transfer might involve senior buyers passing negotiation tactics to junior colleagues or documenting supplier performance insights in a shared database.

Part B - Ensuring Strong Knowledge Management (15 points):

Managers play a key role in creating systems and cultures that support knowledge sharing. Some ways include:

Creating knowledge repositories - using databases, intranets, or category management playbooks where information is stored and accessible to all team members.

Encouraging mentoring and coaching - pairing experienced staff with new employees helps transfer tacit knowledge that may not be written down.

Promoting collaboration and teamwork - cross-functional project teams and regular knowledge-sharing meetings spread expertise across functions.

Using technology - collaboration platforms (e.g., SharePoint, Teams) allow procurement staff to record supplier insights, lessons learned, and contract data in real time.

Rewarding knowledge sharing - recognising and incentivising individuals who share expertise encourages a culture of openness rather than knowledge hoarding.

Embedding learning in processes - after-action reviews, lessons-learned sessions after supplier negotiations or tenders ensure experiences are captured systematically.

Leadership behaviours - managers must role-model transparency and collaboration, showing staff that sharing knowledge is valued.

Conclusion:

Knowledge transfer is about ensuring that critical experience and expertise are shared across the organisation. Managers can ensure strong knowledge management by combining systems, processes, and culture - from IT tools and databases to mentoring and recognition. In procurement, effective knowledge management helps avoid repeated mistakes, builds stronger supplier relationships, and improves decision-making across the team.

#### NEW QUESTION # 26

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

#### Answer:

Explanation:

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.

#### **NEW QUESTION # 27**

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 # 28**

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 # 29

What is needed for a group to be effective? (15 points). Is it important that each person plays a different role within the group? (10 points).

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

Part A - What is needed for a group to be effective (15 points):

For a group to be effective, several conditions must be in place.

Firstly, the group must have clear objectives and purpose. Without shared goals, members may pull in different directions, leading to inefficiency.

Secondly, strong leadership is needed to guide the group, set direction, and balance concern for people with concern for tasks.

Leadership provides motivation and resolves conflicts.

Thirdly, good communication ensures information is shared openly, problems are raised quickly, and collaboration is smooth. In procurement, this means buyers, finance, and operations align on sourcing decisions.

Fourthly, groups need defined roles and responsibilities. Clarity prevents duplication of work and ensures accountability. For example, one person may manage supplier contracts while another handles negotiations.

Finally, trust and cooperation are essential. When group members respect and support each other, they are more willing to share knowledge, take risks, and commit to decisions. Psychological safety is key to team performance.

Part B - Importance of different roles in a group (10 points):

It is important that each person plays a different role within the group. According to Belbin's Team Roles theory, groups are more effective when individuals contribute complementary strengths. Roles may include "Shapers" who drive action, "Plants" who bring creativity, "Implementers" who turn plans into reality, and "Monitor Evaluators" who provide critical analysis.

If everyone in the group plays the same role, important skills may be missing. For example, a procurement team made up entirely of "Shapers" may generate energy but lack careful analysis, leading to poor supplier selection. Conversely, a balanced team ensures creativity, organisation, and delivery are all present.

Conclusion:

For a group to be effective, it needs clear goals, leadership, communication, defined roles, and trust. It is also important that members bring different strengths and roles, as this diversity improves problem-solving and ensures the group performs to its full potential.

## NEW QUESTION # 30

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