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## CIPS L5M1 Exam Syllabus Topics:

| Topic   | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Topic 1 | <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 2 | <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> |
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| Topic 3 | <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 STEELED 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 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>                                  |

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## CIPS Managing Teams and Individuals Sample Questions (Q34-Q39):

### NEW QUESTION # 34

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).

#### Answer:

Explanation:

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.

### NEW QUESTION # 35

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).

**Answer:**

Explanation:

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.

### NEW QUESTION # 36

Describe the key principles of the Taylorism school of thought on Management (20 points)

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

The Taylorism school of thought, also known as Scientific Management, was developed by Frederick Winslow Taylor in the early 20th century. It aimed to improve efficiency and productivity by applying systematic, scientific methods to the management of work. Its key principles can be summarised as follows.

The first principle is the scientific study of work. Taylor rejected traditional "rule of thumb" methods, instead advocating time-and-motion studies to identify the most efficient way of completing tasks. This broke jobs into smaller, measurable steps.

Secondly, Taylor emphasised the division of labour and specialisation. Workers should focus on narrowly defined tasks, allowing

them to become faster and more efficient, similar to parts in a machine.

Thirdly, he argued for scientific selection and training of workers. Instead of leaving workers to train themselves, managers should select the right person for the job and provide formal training in the "one best way" to complete tasks.

Fourthly, Taylor stressed managerial control and supervision. He believed management should plan, organise and set methods, while workers should focus on carrying them out. This created a strong separation between planning and execution.

Finally, Taylor promoted financial incentives as motivators. He assumed that workers are primarily motivated by pay, so piece-rate systems and performance-based rewards were used to encourage higher output.

Taylorism brought many benefits, such as increased productivity, efficiency, and predictability in mass production industries.

However, it also attracted criticism for treating workers like machines, reducing autonomy, and ignoring social and psychological needs. From a modern procurement perspective, its ideas are still visible in standardised processes such as purchase-to-pay systems, KPIs, and efficiency-driven shared services. However, organisations today often balance these principles with more human-centred approaches to motivation and teamwork.

In conclusion, the key principles of Taylorism were scientific analysis of work, specialisation, scientific selection and training, strict managerial control, and financial incentives. While its focus on efficiency shaped early management thinking, modern leaders must also consider motivation, empowerment, and adaptability to achieve sustainable success.

### NEW QUESTION # 37

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 # 38

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

**Answer:**

Explanation:

See the Explanation for Detailed Answer

Explanation:

Theories of management provide different ways of understanding how organisations can be led effectively. Two important

The systems approach views the organisation as an integrated whole made up of interdependent subsystems such as HR, finance, operations and procurement. It is based on systems theory, seeing organisations as "open systems" that interact with their external environment. Inputs such as people, information and resources are transformed into outputs such as products, services and stakeholder value. Feedback loops are essential to monitor performance and make adjustments. The key idea is synergy - the whole is greater than the sum of the parts. For example, in procurement, sourcing decisions influence not only supplier performance but also finance (budgets), operations (continuity), and CSR (sustainability). A systems approach ensures that procurement strategies are aligned to wider organisational goals and continuous improvement.

In comparison, the systems approach gives managers a holistic view of how different parts of the organisation connect and interact with the external environment, while the contingency approach emphasises adaptability and situational leadership. Together, they suggest that effective managers need both a broad systems perspective and the ability to tailor their approach depending on context. In conclusion, the systems approach stresses coordination, integration and feedback across the organisation, while the contingency approach stresses flexibility and the idea that "it depends." Both are highly relevant to procurement and supply leaders who must integrate across functions and adapt strategies to dynamic and uncertain supply environments.

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