

L6M1 Übungsmaterialien - L6M1 Lernressourcen & L6M1 Prüfungsfragen

TUTORIAL 1 - L6M1 [Strategic Ethical Leadership]

CIPS EchteFrage bringt Ihnen wiederum eine neue Prüfungsfrage aus dem Bereich der CIPS L6M1 Prüfungsfragen. Diese Prüfungsfrage ist aus dem CIPS L6M1 Prüfungsfragekatalog für die Prüfung "Strategic Ethical Leadership" entnommen. Diese Prüfungsfrage ist für die Prüfung "Strategic Ethical Leadership" bestimmt.

Adapted from learning outcome 1 (ethical decision-making) using this and past tasks from past years and from the following document(s) to the relevant task(s) and the previous document of Ethics Quiz 01. Attach the source document(s) (2019-2020) and the relevant document(s) (2020-2021) as a reference document(s). Please attach your sources in your answer or Q1.

a. Define the following terms (5 marks):

- i. Stakeholder
- ii. Stakeholder View
- iii. Stakeholder Management

b. Differentiate between the concepts Approach, Model, Cycle and Theory (5 marks)

c. List top 5 values of a leader (5 marks)

d. Differentiate between Coaching and Mentoring by a leader. (5 marks)

e. List the 4 phases of a leader (5 marks)

f. Explain what exactly happens in a leader's role (leaders and managers) (5 marks)

ii. Typical Exam Question - re-interpret when reading 2a. (5 marks). Submit the answer sentence from 2a. (5 marks)

If only one L6M1 organization and their work is not yet fully covered, the subsequent tasks are incorporated in management tasks and for 2021, students receive 10 marks.

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CIPS L6M1 Zertifizierungsprüfung ist heute sehr populär. Wollen Sie an der L6M1 Prüfung teilnehmen? Tatsächlich ist diese Prüfung sehr schwierig. Aber es bedeutet nicht, diese Prüfung mit guter Note sehr leicht zu bestehen. So, wissen Sie den kürzesten Weg zum Erfolg? Das ist natürlich die L6M1 Dumps von EchteFrage.

>> L6M1 Simulationsfragen <<

L6M1 PrüfungGuide, CIPS L6M1 Zertifikat - Strategic Ethical Leadership

Ob man in einem bestimmten Bereich den Erfolg macht, spiegelt an Ihren Zertifizierungen, sowie in IT-Industrie. Deshalb wollen viele Leute an CIPS L6M1 Zertifizierungsprüfungen teilnehmen, um Ihre selbe Fähigkeit zu beweisen. Und es ist nicht einfach, CIPS L6M1 Zertifizierung zu bekommen. Aber wenn sie den kürzeren Weg finden, können Sie die L6M1 Prüfung leicht bestehen. So wollen Wir Ihnen EchteFrage Dumps empfehlen. Es kann Ihnen helfen, weniger Zeit zu verwenden und die L6M1 Prüfung zu bestehen.

CIPS L6M1 Prüfungsplan:

Thema	Einzelheiten
Thema 1	<ul style="list-style-type: none"> 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.
Thema 2	<ul style="list-style-type: none"> 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.
Thema 3	<ul style="list-style-type: none"> Contrast the sources of power: This section targets Diversity and Inclusion Officers and analyzes how equality and diversity issues relating to the supply chain can be used to improve strategic effectiveness.
Thema 4	<ul style="list-style-type: none"> 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.

CIPS Strategic Ethical Leadership L6M1 Prüfungsfragen mit Lösungen (Q37-Q42):

37. Frage

SIMULATION

Pat is the newly appointed CPO (Chief Procurement Officer) of Circle Ltd, a fictional manufacturing company. He is in charge of a team of 12 procurement assistants. He is looking to introduce a new E-Procurement system and is unsure what leadership style would be most appropriate to use: assertive, consulting, collaborating or inspiring. Discuss how Pat could use each of these influencing styles with his team, evaluating their effectiveness for this situation.

Antwort:

Begründung:

See the Answer is the explanation

Explanation:

Strategic Ethical Leadership in E-Procurement Implementation: Evaluating Influencing Styles In modern procurement management, leadership style significantly impacts the success of strategic initiatives such as the introduction of an E-Procurement system. Pat, as the newly appointed Chief Procurement Officer (CPO) of Circle Ltd, must carefully select an influencing style to ensure smooth adoption of the system by his 12 procurement assistants. Different influencing styles-assertive, consulting, collaborating, and inspiring-offer distinct advantages and challenges in this scenario. This essay discusses how each of these leadership styles can be applied in Pat's situation and evaluates their effectiveness.

1. Assertive Leadership Style

Assertive leadership involves directing employees with confidence and clarity, ensuring compliance through authority. If Pat adopts an assertive approach, he would:

Clearly communicate the decision to implement the E-Procurement system

Set firm expectations for team members regarding system adoption.

Enforce a strict timeline for training and compliance.

Effectiveness in This Situation

Advantages: Provides clarity, speeds up decision-making, and ensures quick implementation.

Challenges: Could lead to resistance from employees who feel excluded from the decision-making process.

Best Used When: There is an urgent deadline or when employees lack knowledge of alternatives.

Given that procurement assistants may have concerns or fears about technological change, a purely assertive approach may create resistance rather than engagement.

2. Consulting Leadership Style

A consulting leadership style involves seeking input from team members before making a final decision. If Pat takes a consultative approach, he would:

Engage procurement assistants in discussions on how the new system will impact their work.

Conduct surveys or meetings to gather feedback.

Allow employees to voice concerns and propose suggestions.

Effectiveness in This Situation

Advantages: Encourages buy-in from employees, reduces resistance, and improves decision-making.

Challenges: Can be time-consuming if employees have diverging opinions or lack expertise in E-Procurement.

Best Used When: Employees have valuable experience or insights, and the leader seeks team engagement.

Since the system is new to the organization, consultation can help address fears and improve morale, but it should be structured efficiently to avoid unnecessary delays.

3. Collaborating Leadership Style

A collaborative leadership style fosters teamwork and shared decision-making, ensuring that all stakeholders work together toward a common goal. If Pat adopts a collaborative approach, he would:

Form a cross-functional project team to oversee the E-Procurement implementation.

Encourage knowledge sharing and problem-solving among team members.

Ensure that procurement assistants have a role in decision-making, such as selecting the software features they find most useful.

Effectiveness in This Situation

Advantages: Enhances teamwork, improves acceptance of change, and utilizes the collective expertise of the team.

Challenges: Can lead to slow decision-making and conflicts if there are disagreements on implementation details.

Best Used When: The project requires innovation and teamwork, and when employees have technical expertise or experience with procurement systems.

Since successful adoption of an E-Procurement system depends on user engagement, collaboration would be highly effective, but it needs structured guidance from leadership.

4. Inspiring Leadership Style

An inspiring leadership style focuses on motivating employees by sharing a vision and fostering enthusiasm. If Pat uses an inspirational approach, he would:

Explain the strategic benefits of E-Procurement for Circle Ltd, such as cost savings, efficiency, and competitive advantage.

Use storytelling and case studies to illustrate successful transformations in similar companies.

Recognize and reward employees who embrace the new system.

Effectiveness in This Situation

Advantages: Boosts morale and motivation, increases commitment, and reduces change resistance.

Challenges: Employees may still need practical guidance and structured training alongside motivation.

Best Used When: Change is significant and requires a mindset shift, especially in environments where innovation is encouraged.

Since the introduction of E-Procurement is a transformative change, an inspiring leadership approach would be effective in motivating employees, but it should be paired with practical implementation strategies.

Conclusion: Choosing the Best Approach

Pat must consider both the technical challenges of E-Procurement implementation and the human factors involved in change management. A blended approach combining multiple leadership styles would be the most effective strategy:

Start with an inspiring approach to generate enthusiasm and ensure employees understand the long-term benefits of E-Procurement.

Use consultation and collaboration to gather feedback and ensure employees feel involved in the change process.

Apply an assertive approach strategically, ensuring that deadlines and key expectations are met.

By combining these leadership styles, Pat can successfully implement the E-Procurement system while ensuring his team is engaged, motivated, and aligned with the company's strategic goals.

38. Frage

SIMULATION

Explain what is meant by the 'Informal Organisation'. How can this have a positive or negative impact upon an organisation? (25 points)

Antwort:

Begründung:

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.

39. Frage

SIMULATION

Explain 5 qualities of an effective leader (10 points) Discuss the role of a leader in relation to the procurement and supply chain function of an organisation (15 points)

Antwort:

Begründung:

See the Answer is the explanation

Explanation:

(A) Five Qualities of an Effective Leader (10 Points)

Effective leadership is crucial for the success of any organization, particularly in strategic procurement and supply chain management.

Below are five key qualities that define an effective leader:

Vision and Strategic Thinking (2 Points)

A successful leader has a clear vision for the future and can develop strategic plans to achieve organizational goals.

In procurement, this means aligning supply chain strategies with overall business objectives, such as cost reduction, sustainability, and supplier relationship management.

Integrity and Ethical Leadership (2 Points)

Ethical leaders act with honesty, transparency, and fairness, setting high ethical standards for their teams.

In procurement, integrity ensures fair supplier selection, compliance with procurement laws, and avoiding corruption or conflicts of interest.

Decision-Making and Problem-Solving Skills (2 Points)

Leaders must analyze complex situations, consider different perspectives, and make informed decisions.

In supply chain management, this involves risk assessment, supplier negotiation, and resolving disruptions (e.g., supply shortages, logistics issues, or geopolitical risks).

Communication and Influence (2 Points)

An effective leader clearly communicates the organization's goals and expectations to internal and external stakeholders.

In procurement, this involves negotiating contracts, managing supplier relationships, and ensuring cross-functional collaboration within the organization.

Emotional Intelligence and People Management (2 Points)

Emotional intelligence (EQ) includes self-awareness, empathy, motivation, and social skills, which are essential for managing teams.

In procurement, this helps leaders build trust, motivate employees, and handle conflicts with suppliers or internal teams effectively.

(B) Role of a Leader in Procurement and Supply Chain Functions (15 Points)

Leaders in procurement and supply chain management play a crucial strategic role in ensuring the efficiency, sustainability, and ethical integrity of the organization's supply chain. Below are five key roles a leader plays:

Setting Strategic Direction in Procurement (3 Points)

A leader defines procurement objectives in line with corporate strategy, such as cost reduction, supplier diversity, risk management, and sustainability.

Example: A Chief Procurement Officer (CPO) may implement a strategy to reduce reliance on a single supplier and diversify sourcing to minimize risks.

Ensuring Ethical and Sustainable Procurement (3 Points)

Leaders must establish and enforce ethical procurement policies to avoid fraud, bribery, or unethical supplier practices.

Example: Ensuring compliance with Corporate Social Responsibility (CSR) initiatives, such as sourcing from ethical suppliers who follow fair labor practices.

Supplier Relationship and Risk Management (3 Points)

A leader is responsible for building strong supplier relationships that foster trust, reliability, and long-term partnerships.

They also identify and mitigate risks in the supply chain, such as supply disruptions, geopolitical risks, and financial instability of suppliers.

Driving Innovation and Continuous Improvement (3 Points)

Leaders encourage teams to adopt innovative technologies such as Artificial Intelligence (AI), blockchain, and data analytics in procurement.

Example: Implementing e-procurement systems to enhance efficiency and transparency in supplier transactions.

Developing and Empowering the Procurement Team (3 Points)

A leader must focus on talent development, upskilling procurement professionals, and fostering a culture of continuous learning.

Example: Providing training on contract management, negotiation skills, and supplier evaluation techniques to enhance team capabilities.

40. Frage

SIMULATION

What is meant by the 'Contingency Model' of Organisation? What factors should be considered?

Antwort:

Begründung:

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 contingency theory?

Each factor in a paragraph: external environment, technology, size, culture, goals, leader style, the people Conclusion - there is no universally 'right' way to structure an organisation, and it can change over time.

Example Essay

The Contingency Model of organization is a management and organizational theory that suggests there is no one-size-fits-all approach to organizing and managing a company. Instead, it proposes that the most effective organizational structure and management style depend on various external and internal factors, often referred to as contingencies. The core idea behind this model is that the optimal way to organize and manage an organization is contingent upon the unique circumstances or contingencies it faces.

Key factors that should be considered in the Contingency Model of Organization include:

Environmental Factors: The external environment, including factors like the industry in which the organization operates, economic conditions, competition, and legal and regulatory requirements, can greatly influence the organization's structure and strategy. An organisation should consider STEEPLED factors and Porter's 5 Forces when deciding which company structure would be most appropriate.

Technology: The nature of the organization's technology and the rate of technological change can impact its structure and processes. Some organizations may need to be more flexible and adaptive due to rapidly changing technologies, while others may rely on stable and proven technologies. For example, does the organisational structure allow people to work remotely from home?

Organizational Size: The size of the organization can affect its structure and management practices. Smaller organizations might have a more informal structure, while larger ones may require more formal hierarchies. For example a small organisation would not benefit from a bureaucratic structure, but a large organisation may need several levels of management and a degree of bureaucracy.

Organizational Culture: The culture of the organization, including its values, norms, and beliefs, can influence how it is structured and managed. For instance, an innovative and entrepreneurial culture may lead to a flatter, more decentralized structure.

Goals and Strategy: The goals and strategy of the organization play a crucial role in determining its structure and management style. Different strategies, such as cost leadership, differentiation, or innovation, may require different organizational structures and approaches.

Leadership Style: The leadership style of top management can impact the organization's structure and culture. Leaders with a preference for centralization may create a more hierarchical structure, while those who favour decentralization may opt for a flatter structure.

Human Resources: The skills, abilities, and motivation of the workforce can influence how an organization is structured and managed. A highly skilled and motivated workforce may require less supervision and a more decentralized structure.

The important thing to note with the Contingency Theory is that the organization's needs and circumstances can change over time, so what works best today may not be suitable in the future. Organizations must continuously assess and adapt their structures and management practices as contingencies evolve.

In essence, the Contingency Model recognizes that there is no universally optimal way to organize and manage an organization. Instead, managers must carefully assess and consider the various contingencies that affect their organization and make decisions accordingly. This approach promotes flexibility and adaptability in organizational design and management, allowing companies to better respond to changing circumstances and maximize their effectiveness.

Tutor Notes

- Another way this could come up as a question is related to a case study. You may be asked to pick out factors which would effect the way an organisation is structured.
- You could also be asked pros and cons of the contingency theory (pro: very flexible, highly responsive to changes con: people don't know where they stand, harder to find accountability)
- It's covered in detail in the studyguide but it's quite a simple concept - the best structure for an organisation depends on lots of different factors.

41. Frage

SIMULATION

Explain how stress in the workplace can impact upon employees. What are factors that can lead to stress in the workplace and how can an organisation look after its workforce when it comes to reducing stress? (25 points).

Antwort:

Begründung:

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 - stress has impacts both for employee and employer

P1 - how stress impacts on employees

P2 - factors that lead to stress - quote HSE

P3 - how an organisation can look after workforce

Conclusion - stress has far reaching consequences

Example Essay

Workplace stress is a prevalent issue that can have profound effects on employees and organizational performance. Stress arises from various sources and can significantly impact an individual's well-being, productivity, and job satisfaction. Recognizing the importance of addressing workplace stress, organizations have adopted strategies to mitigate its adverse effects. This essay explores the impact of workplace stress on employees, the factors contributing to stress, and organizational strategies for stress reduction.

Impact of Workplace Stress on Employees:

Physical Health Effects: Persistent workplace stress can lead to physical health issues such as headaches, digestive problems, and hypertension. In extreme cases, it has been known for stress to cause heart-attacks.

Mental Health Implications: Stress is closely linked to mental health disorders like anxiety and depression. Employees experiencing high levels of stress are at greater risk of developing these conditions, leading to decreased concentration, motivation, and overall job satisfaction.

Decreased Productivity: Stressed employees often find it challenging to focus on tasks, leading to reduced productivity and lower quality work. This can affect project timelines and overall organizational performance.

Increased Absenteeism: Stress-related illnesses can lead to increased absenteeism, impacting team dynamics and workload distribution. Absences can also result in increased costs for organizations.

Low Morale and Job Satisfaction: A stressed workforce may experience reduced job satisfaction and morale. This can lead to decreased engagement, a higher turnover rate, and difficulties in attracting and retaining talent.

Factors Contributing to Workplace Stress: The Health and Safety Executive (HSE) Management Standards of 2003 have identified six causes of work-related stress:

Lack of Support: Insufficient support from supervisors or peers can exacerbate stress, as employees may feel isolated and unsupported in challenging situations.

Excessive Workload (Demands): High workloads, unrealistic deadlines, and excessive overtime can overwhelm employees, leading to stress.

Lack of Control: Employees who have limited autonomy or decision-making authority may feel stressed due to a perceived lack of control over their work.

Role Ambiguity: Unclear job roles and responsibilities can create confusion and stress, as employees struggle to meet undefined expectations.

Change and Uncertainty: Frequent organizational changes, such as restructuring or layoffs, can create job insecurity and stress among employees.

Workplace Relationships: Poor relationships with colleagues or supervisors can contribute significantly to workplace stress. For example bullying or harassment in the workplace.

Organizational Strategies for Stress Reduction:

HSE Management Standards: Organizations can adopt the HSE Management Standards as a framework to identify and address stressors. This involves assessing workplace conditions related to the six stress factors and taking action to improve them.

Mental Health Support: Offer employee assistance programs (EAPs), mental health resources, and counselling services to help employees cope with stress and mental health challenges.

Training and Education: Provide training on stress management, resilience, and work-life balance to empower employees with coping strategies.

Workload Management: Ensure workload distribution is reasonable and aligned with employees' capabilities. Encourage breaks and discourage excessive overtime.

Communication: Promote open and transparent communication channels to address concerns, clarify roles, and keep employees informed about organizational changes.

Flexible Working Arrangements: Offer flexible working options, such as remote work or flexible hours, to help employees achieve a better work-life balance.

Leadership Training: Train managers to recognize signs of stress, provide support, and create a supportive and inclusive work environment.

In conclusion, workplace stress has far-reaching consequences on employees and organizational outcomes. A recent study by CIPD has shown that stress is the leading cause of long-term absence from work. Recognizing the sources of stress, organizations can implement strategies, and use the HSE Management Standards, to mitigate its impact. By fostering a supportive and healthy work environment, organizations can reduce stress levels, enhance employee well-being, and improve overall performance.

Tutor Notes

- I really wanted to add studying for CIPS when you have a full-time job is a factor that can lead to stress in the workplace. It's definitely not a wrong answer, but an examiner may not share my sense of humour haha

- I've chosen to write this essay in bullet points to show you how it can be done. This is a useful style if you're running out of time, and if English isn't your first language. The important thing with answering CIPS questions is to actually answer the question. You

don't need 'posh' language like 'furthermore' and 'moreover'. You can get a good score by writing simply and succinctly.

- HSE Management Standards 2003 identifies six causes of work-related stress that I wrote about above. Here's a fun mnemonic to help you learn them: - SDCRRC - stress does create really crappy realities

- The study guide doesn't talk about this, but you could mention Mental Health First Aid Courses, which are growing in popularity, and also the use of confidential counselling.

- Your essay could have mentioned Hatton vs Sutherland (2002). This case is an important precedent - it shows that just because a workplace offers confidential counselling to employees, this does not negate responsibility for employee stress - the company is still liable for causing you stress.

42. Frage

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