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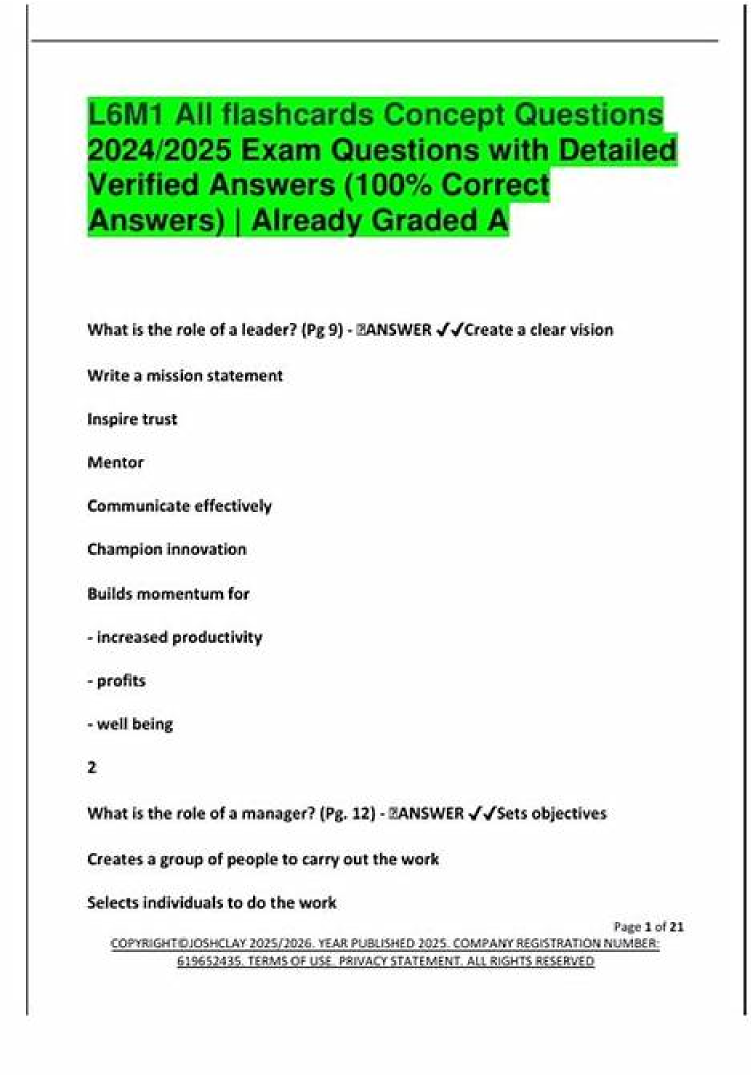

L6M1 All flashcards Concept Questions 2024/2025 Exam Questions with Detailed Verified Answers (100% Correct Answers) | Already Graded A

What is the role of a leader? (Pg 9) - ANSWER ✓✓Create a clear vision

Write a mission statement

Inspire trust

Mentor

Communicate effectively

Champion innovation

Builds momentum for

- increased productivity

- profits

- well being

2

What is the role of a manager? (Pg. 12) - ANSWER ✓✓Sets objectives

Creates a group of people to carry out the work

Selects individuals to do the work

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CIPS L6M1 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 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	• 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.

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To get prepared for the Strategic Ethical Leadership (L6M1) certification exam, applicants face a lot of trouble if the study material is not updated. They are using outdated materials resulting in failure and loss of money and time. So to solve all these problems, PrepAwayETE offers actual L6M1 Questions to help candidates overcome all the obstacles and difficulties they face during L6M1 examination preparation.

CIPS Strategic Ethical Leadership Sample Questions (Q32-Q37):

NEW QUESTION # 32
SIMULATION
Jeff is the CEO of Company X. Company X will soon be merging with Company Y. This is a strategic decision which will benefit both companies through sharing knowledge and resources. There will be no job losses in the process of the merger, but there will be significant changes to staffing structures and operating procedures. Jeff needs to communicate the information to stakeholders.
Discuss how Jeff could create a Communication Plan to disseminate the information and what considerations he needs to make when passing on the information (25 points)

Answer:

Explanation:
See the Answer is the explanation
Explanation:
Developing a Communication Plan for a Company Merger
As CEO of Company X, Jeff is responsible for communicating the upcoming merger with Company Y. While the merger will bring strategic benefits, it will also introduce significant changes to staffing structures and operations. Clear, transparent, and effective communication is crucial to ensure stakeholder confidence, minimize resistance, and facilitate a smooth transition.
This essay outlines how Jeff can develop a Communication Plan and highlights key considerations for delivering the message effectively.
1. Creating a Communication Plan for the Merger
A structured communication plan helps ensure that stakeholders receive the right information, at the right time, through the right channels. Below are the key steps Jeff should take:
Step 1: Define Communication Objectives
Jeff must first establish clear objectives for the communication plan: ✔ Ensure stakeholders understand the benefits and impact of the merger.
✔ Prevent misinformation or panic among employees.
✔ Encourage buy-in and trust from all parties.
✔ Provide a transparent timeline for the changes.
Step 2: Identify Key Stakeholders
Different stakeholders will require different levels of detail and messaging:
Internal Stakeholders:
Employees (most affected by changes in structure and operations).

Management & Leadership Teams (responsible for implementing the merger).
Unions/Employee Representatives (may raise concerns about changes in working conditions).
External Stakeholders:
Customers & Clients (reassurance about continuity of service).
Suppliers & Partners (clarity on future contracts and relationships).
Investors & Shareholders (understanding of financial and strategic benefits).
Each stakeholder group will need tailored messaging to address their specific concerns.
Step 3: Develop Key Messages
Jeff needs to craft clear, consistent, and positive messages tailored to each audience.
Stakeholder
Key Message
Employees
"No job losses; new structure will create growth opportunities."
Managers
"Support will be provided for leadership transition and operational changes." Customers
"Service quality and reliability will remain unchanged."
Investors
"The merger will drive efficiency and profitability."
Suppliers
"Partnerships will continue, and payment terms remain stable."
Jeff should address potential concerns upfront and focus on the benefits of the merger.
Step 4: Select Communication Channels
The choice of communication channels depends on the audience and message urgency.
Stakeholder
Communication Method
Employees
Town hall meetings, emails, intranet updates, one-on-one discussions
Managers
Workshops, leadership meetings, direct emails
Customers
Official press releases, emails, website FAQs
Investors
Investor presentations, reports, media briefings
Suppliers
Supplier meetings, contracts review sessions
Jeff should prioritize face-to-face communication for employees and managers to build trust and allow for direct Q&A sessions.
Step 5: Create a Timeline for Communication
Jeff must ensure timely and consistent updates to avoid uncertainty.
Timeline
Action
Week 1
Announce merger to executives and key managers.
Week 2
Host town hall meetings for employees and issue internal memos.
Week 3
Public announcement via press release and website update.
Week 4
Hold customer and supplier briefings to address concerns.
Ongoing
Provide progress updates through internal and external reports.
Regular updates will help maintain transparency and engagement.
2. Key Considerations for Effective Communication
Jeff must consider several critical factors when passing on the information:
1. Clarity and Transparency
Messages should be clear, honest, and direct to prevent misunderstandings.
Employees should be fully informed about changes before rumors spread.
Example: Instead of vague statements like "There will be some adjustments," Jeff should say, "There will be structural changes, but no job losses."
2. Managing Emotional Reactions
Even without job losses, employees may fear uncertainty about roles and responsibilities.
Jeff should show empathy and reassurance while addressing concerns.

Strategy: Use small group meetings to provide space for open dialogue.
3. Two-Way Communication
Employees and stakeholders should have the opportunity to ask questions and share feedback.
Jeff can set up: ✔ Q&A sessions in town halls.
✔ Anonymous feedback mechanisms for employees hesitant to speak up.
✔ Dedicated email or helpline for merger-related concerns.
4. Aligning with Organizational Values
The messaging should reinforce Company X's culture and mission.
Example: If Company X values innovation, Jeff should highlight how the merger will enhance technological capabilities.
5. Handling Misinformation
Mergers can generate rumors and speculation.
Jeff should appoint a dedicated communication team to: ✔ Monitor and correct misinformation.
✔ Ensure consistent messaging across all departments.
Conclusion
A strategic communication plan is essential for Jeff to successfully manage the merger announcement. By defining objectives, identifying stakeholders, crafting key messages, selecting appropriate channels, and planning a timeline, he can ensure clarity, transparency, and engagement. Considerations such as employee emotions, two-way communication, and misinformation management will help maintain trust and confidence among all stakeholders. With effective communication, Jeff can drive a smooth transition and create a unified, forward-looking organization.

NEW QUESTION # 33
SIMULATION
ABC Ltd is a consultancy organisation which employs 30 members of staff, all of whom work from a single office. Traditionally all record keeping has been paper-based. Mohammed, the CEO, has decided to implement electronic systems. Discuss the following methods of change Mohammed could use, explaining advantages and disadvantages of each: planned, incremental and revolutionary. Which style should Mohammed use? (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 change management?
P1 - planned
P2 - incremental
P3 - revolutionary
Conclusion - planned is best
Example Essay
Change management is a set of processes and strategies aimed at helping an organization smoothly transition from its current state to a desired future state. Mohammed, the CEO of ABC Ltd, aims to transition his consultancy organization from traditional paper-based record-keeping to electronic systems. To navigate this change effectively, Mohammed can consider various change management approaches, each with their own advantages and disadvantages:
Planned Change: Planned change is a methodical and structured approach to implementing change. It involves careful planning, preparation, and a well-defined roadmap for transitioning from the old paper-based system to the new electronic one. It typically minimizes disruption and resistance by providing employees with a clear understanding of the process. Mohammed could use a Ghantt chart and other tools so that everyone knows what is happening when: for example he could introduce the electronic systems department by department, for example having the HR department use it first, then after a month roll it out to other departments.
Advantages: Planned change offers predictability and allows for detailed planning and risk management. It also offers the lowest disruption; it gives employees an option to adapt gradually, reducing disruptions to daily operations and since the change is well-communicated and organized, it can effectively address employee resistance.
Disadvantages: Slower Implementation: It may take time to implement planned changes fully, potentially delaying the realization of benefits.
Incremental Change: Incremental change involves making small, manageable changes over time. This approach prioritizes gradual progress and can be less disruptive, as employees adapt step by step. For ABC Ltd this may be that each employee gets access to the system to do some aspects of their job first, then after a while they gain access to another part of the system and so fourth, until all actions are completed electronically rather than on paper.

Advantages: As this change method involves several steps, it reduces potential resistance to the change. It also provides Mohammed with a lower risk: Smaller changes are easier to monitor and adjust, lowering the risk of implementation issues. If the electronic system has a bug, this can be fixed quickly before doing away with the old paper system.
Disadvantages: The main disadvantage to this approach is similar to that of the planned approach- there is a prolonged transition: implementing changes incrementally may extend the transition period, delaying the full benefits.
Revolutionary Change: Revolutionary change entails a swift and complete shift from the old system to the new one. It aims for rapid transformation but can be highly disruptive and stressful for employees. This means Mohammed would introduce the system without warning, overnight.
Advantages: Revolutionary change can lead to quick results and immediate benefits. It is possible that employees may be more committed to using the new system due to the sense of urgency associated with this approach. They don't get a choice or time to moan about the change- they have to simply get on and use the new system.
Disadvantages: High Disruption: The speed of change may lead to stress, resistance, and potential issues. It also comes with a higher risk of Failure: inadequate planning and adjustment time can increase the risk of implementation failure. If the new system has bugs, but Mohammed has done away with the old paper-based system, this may result in staff not being able to do any work.
Conclusion:
In the context of ABC Ltd's transition to electronic record-keeping, a planned change approach appears to be the most suitable. This approach offers a methodical, structured, and predictable transition process. It allows Mohammed to carefully plan and manage risks while minimizing disruptions to daily operations. Additionally, it is well-equipped to address any resistance that may arise during the change process. Considering these advantages, a planned change approach aligns well with the organization's need for a smooth and effective transition to electronic systems while ensuring the best chance for success.
Tutor Notes
- This question asks you to pick one of the options, so don't sit on the fence here. Of those listed, planned or incremental would probably be the obvious choice, as revolutionary change is really risky for this scenario. Revolutionary change is associated more with responding to emergencies or creative tasks, rather than introducing a new IT system. Introducing an IT system really should be done slowly, as it allows time to sort any issues and get people on board and trained using it.
- A question on different types of change could also ask about emergent change- so make sure you're familiar with this as well.

NEW QUESTION # 34
SIMULATION
Discuss 5 different sources of power an individual can have in the working environment. Explain who in an organisation may have this type of power and the pros and cons to each (25 points)

Answer:

Explanation:
See the Answer is the explanation
Explanation:
Sources of Power in the Workplace: Types, Organizational Roles, and Their Pros & Cons Power in the workplace influences decision-making, leadership effectiveness, and team dynamics. French and Raven's five sources of power-legitimate, reward, coercive, expert, and referent power-are commonly found in organizational settings. Each type of power has advantages and disadvantages, depending on how it is used. This essay explores these five sources of power, their typical holders within an organization, and their pros and cons.
1. Legitimate Power
Definition:
Legitimate power is derived from a formal position or authority within an organization. It comes from the structure of the company rather than an individual's personal qualities.
Who Holds This Power?
CEOs, Directors, Managers, Supervisors, Team Leaders
Example: A Procurement Director has legitimate power to approve supplier contracts.
Pros:
✔ Provides clear authority and structure in decision-making.
✔ Helps maintain order and accountability in an organization.
✔ Employees respect and follow official leaders.
Cons:
✘ Can lead to resistance if employees feel decisions are made without consultation.
✘ Overuse of authority can create a rigid, bureaucratic environment.
✘ Power is temporary-losing the title means losing authority.
2. Reward Power
Definition:

Reward power is the ability to influence behavior by offering incentives such as bonuses, promotions, pay raises, or recognition.
Who Holds This Power?
HR Managers, CEOs, Procurement Heads, Line Managers
Example: A Procurement Manager offers performance bonuses to encourage supplier cost reductions.
Pros:
✔ Motivates employees to achieve goals.
✔ Encourages high performance and engagement.
✔ Helps reinforce positive behaviors in the workplace.
Cons:
✘ Can create entitlement issues-employees may expect rewards for all tasks.
✘ If rewards are inconsistent, it can lead to demotivation.
✘ Over-reliance on rewards may reduce intrinsic motivation (employees only work for rewards, not passion).
3. Coercive Power
Definition:
Coercive power comes from the ability to punish or enforce negative consequences for poor performance, non-compliance, or misconduct.
Who Holds This Power?
Supervisors, Compliance Officers, HR Managers, Security Heads
Example: A Chief Compliance Officer enforces penalties for unethical procurement practices.
Pros:
✔ Ensures discipline and adherence to company policies.
✔ Helps prevent unethical behavior (e.g., fraud in procurement).
✔ Encourages employees to meet deadlines and expectations.
Cons:
✘ Creates fear and resentment among employees.
✘ Can lead to low morale and high turnover.
✘ Not effective long-term-employees may comply out of fear, not respect.
4. Expert Power
Definition:
Expert power comes from specialized knowledge, skills, or expertise that make an individual valuable in the workplace.
Who Holds This Power?
Subject Matter Experts (SMEs), Senior Engineers, IT Specialists, Procurement Analysts Example: A Procurement Data Analyst has expert power by using big data analytics to improve supply chain efficiency.
Pros:
✔ Encourages trust and credibility among employees.
✔ Expertise is highly valuable-companies rely on knowledgeable individuals.
✔ Individuals with expert power often gain influence without formal authority.
Cons:
✘ Power is limited to specific expertise-not useful outside their domain.
✘ If not shared, expertise can lead to knowledge hoarding (lack of collaboration).
✘ Overconfidence in expertise can make individuals resistant to learning new approaches.
5. Referent Power
Definition:
Referent power is based on charisma, respect, and personal influence rather than authority or knowledge.
Who Holds This Power?
Charismatic Leaders, Mentors, Senior Employees with Strong Relationships Example: A Senior Procurement Executive with strong leadership qualities inspires the team to embrace change.
Pros:
✔ Creates loyalty and trust among employees.
✔ Can be used to influence without authority.
✔ Helps in mentoring and developing future leaders.
Cons:
✘ Can be subjective-depends on personality and relationships.
✘ Overuse can lead to favoritism and bias in decision-making.
✘ Can be ineffective if employees do not personally respect the leader.
Conclusion
In any workplace, different individuals hold different types of power based on their role, expertise, and relationships. While legitimate, reward, coercive, expert, and referent power all contribute to leadership and decision-making, each has its own advantages and drawbacks. Effective leaders and procurement professionals must balance these power sources strategically, ensuring that authority is respected, motivation is sustained, discipline is enforced fairly, expertise is valued, and personal influence is used ethically.

NEW QUESTION # 35
SIMULATION
Banana Ltd is a international manufacturer and retailer of mobile telephones. It has a complex supply chain, which sources materials such as plastic and rare metals. These rare metals are mined in developing countries. Explain how Banana Ltd can develop a culture to achieve ethical practices (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 an ethical culture?
P1 - create values and principles - put into writing
P2 - Lead by example
P3 - Transparency, whistleblowing
P4 - Decision making
P5 - Laws
P6 - having consequences for failing to follow the culture
Conclusion - culture isn't static, Banana Ltd needs to constantly update and review Example Essay An ethical culture in the workplace refers to the prevailing set of values, norms, principles, and practices within an organization that prioritize and promote ethical behaviour and decision-making among employees and stakeholders. It represents the collective commitment of an organization to conduct its business in a manner that is morally responsible, socially acceptable, and legally compliant. An ethical culture sets the tone for how employees interact with each other, make decisions, and engage with customers, suppliers, and the broader community. Banana Ltd can achieve this in the following ways:
Ethical Values and Principles: An ethical culture is built on a foundation of clear and well-defined ethical values and principles. These values guide employees in their actions and decisions, helping them distinguish between right and wrong. Banana Ltd should engrain these values and principles in writing by creating a vision statement and creating a formal CSR policy detailing expected behaviour from all employees and stakeholders.
Leadership and Accountability: Ethical leaders play a crucial role in fostering an ethical culture. They set an example by consistently demonstrating ethical behaviour and holding themselves accountable for their actions. Leaders also ensure that ethical standards are consistently applied throughout the organization. Therefore the leaders of Banana Ltd should lead by example. This may be in gaining MCIPS qualifications and other certifications that prove their loyalty to ethical issues.
Transparency and Open Communication: Ethical cultures encourage open and transparent communication. Employees are encouraged to speak up about ethical concerns or violations without fear of retaliation. Transparent processes and reporting mechanisms promote accountability. Banana Ltd could implement a Whistleblowing policy for example, so that if any employee knows of areas of concern, they can escalate this to management, without fear of repercussions.
Ethical Decision-Making: Ethical decision-making is central to an ethical culture. Employees are encouraged to consider the ethical implications of their choices, even when faced with challenging decisions that may have financial or competitive implications. For example with Banana Ltd, this may be actively severing ties with suppliers who are known to employ child labour in the mining of rare metals.
Compliance with Laws and Regulations: Ethical cultures emphasize strict adherence to laws and regulations. Banana Ltd should ensure that all activities are carried out within the boundaries of legal requirements, and violations are not tolerated. For example they should ensure that their HR policies are in line with the Equalities Act. As a large organisation they should also publish a statement about removing Modern Slavery from their supply chain, as per the Modern Slavery Act.
Accountability and Consequences: There are clear consequences for unethical behaviour. Banana Ltd should ensure that accountability mechanisms are in place to address ethical violations, and individuals who breach ethical standards may face disciplinary actions. For example if a supply chain manager is caught accepting an 'acceleration payment' or ' kickback' they should be fired.
An ethical culture in the workplace is essential not only for maintaining a positive organizational reputation but also for fostering a healthy, inclusive, and socially responsible work environment. It contributes to employee morale, customer trust, and long-term business sustainability. It is important for Banana Ltd to not only implement this culture, but to maintain it and constantly review it. The area of ethics and sustainability is constantly evolving so Banana Ltd should look to reassess its policies and processes regularly, and continue to strive to achieve more.
Tutor Notes
- You may have guessed that this question was loosely based on Apple. Apple is a good example of ethics and supply chain issues

and is worth looking into as it's an excellent example to bring into an essay on the subject. Here are some links:
- Apple's Supply Chain Is on a Collision Course With Climate Change (bloomberg.com)
- Apple sees bigger supply problems after strong start to year | Reuters
- Will Supply-Chain Issues Kill the Low-Cost Apple Vision Pro? (pcmag.com)
- Other areas you could have mentioned include: cultures are not static; they are constantly evolving and improving. So Banana Ltd needs to regularly assess and refine their ethical practices to stay aligned with changing societal norms and expectations (I.e. what is ethically acceptable one day, may not be the next). You could have also talked about Banana Ltd's responsibility to the environment and local communities (particularly concerning the mining of metals). Mining is a really bad industry for Child Labour.

NEW QUESTION # 36

SIMULATION

Explain how a procurement professional can 'Manage in 4 Directions' (15 points) How can they use Active Listening to assist with this? (10 points)

Answer:

Explanation:
See the Answer is the explanation
Explanation:
Managing in Four Directions as a Procurement Professional and the Role of Active Listening In procurement, leadership is not limited to managing subordinates; it extends to managing in four directions: managing upward (superiors), managing downward (subordinates), managing laterally (peers), and managing externally (suppliers and stakeholders). Each direction presents unique challenges and requires tailored strategies. Additionally, active listening plays a crucial role in effective management, fostering better communication, trust, and decision-making.
Managing in Four Directions (15 Points)
1. Managing Upward (Superiors)
Procurement professionals must manage relationships with senior executives, such as Chief Procurement Officers (CPOs), Chief Financial Officers (CFOs), and CEOs, who set strategic goals and approve procurement budgets.
Key Strategies:
Aligning procurement goals with company objectives (e.g., cost savings, sustainability).
Providing data-driven insights to justify procurement decisions (e.g., total cost of ownership, supplier risk analysis).
Proactively communicating challenges and offering solutions (e.g., supply chain disruptions).
Example:
A procurement manager presents a business case for supplier diversification to mitigate risks, using data to persuade the CFO.
2. Managing Downward (Subordinates)
Procurement leaders must guide, motivate, and support their teams of buyers, category managers, and procurement assistants.
Key Strategies:
Setting clear objectives and expectations for procurement activities.
Providing mentorship and training on best practices, such as ethical sourcing.
Encouraging a culture of innovation and accountability in supplier negotiations.
Example:
A procurement manager empowers a junior buyer by delegating responsibility for a small contract, guiding them through the process, and offering feedback.
3. Managing Laterally (Peers and Colleagues)
Collaboration with other departments such as finance, operations, legal, and marketing ensures procurement aligns with business needs.
Key Strategies:
Building cross-functional relationships to enhance collaboration.
Working closely with finance teams to ensure cost-effectiveness.
Ensuring legal compliance by working with legal teams on contract terms.
Example:
A procurement professional partners with the R&D department to source sustainable materials for a new product, balancing cost, quality, and ethical sourcing.
4. Managing Externally (Suppliers & Stakeholders)
Suppliers, regulatory bodies, and other external stakeholders require strong relationship management.
Key Strategies:
Negotiating contracts that balance cost efficiency, quality, and supplier sustainability.
Ensuring ethical procurement by evaluating suppliers for compliance with human rights and environmental standards.
Managing supplier relationships through collaboration and risk assessment.
Example:

A procurement professional develops long-term partnerships with ethical suppliers, securing better pricing and reducing supply chain risks.
The Role of Active Listening in Managing in Four Directions (10 Points) Active listening is a critical skill that enhances management effectiveness in all four directions. It involves fully concentrating, understanding, responding, and remembering what others say.
How Active Listening Supports Each Direction:
Managing Upward: Helps procurement professionals understand leadership priorities and present solutions that align with strategic objectives.
Example: Listening to the CFO's concerns about cost overruns and adjusting procurement strategies accordingly.
Managing Downward: Builds trust and engagement with procurement teams by valuing their ideas and addressing concerns.
Example: Actively listening to a procurement assistant's struggles with a new system and providing additional training.
Managing Laterally: Improves collaboration with other departments by understanding their needs and constraints.
Example: Listening to the operations team's challenges with supplier delivery delays and adjusting procurement plans.
Managing Externally: Strengthens supplier relationships by showing respect, understanding concerns, and negotiating effectively.
Example: Listening to a supplier's logistics challenges and working together to find a solution.
Conclusion
Managing in four directions requires a combination of leadership, communication, and strategic thinking. By managing upward, downward, laterally, and externally, procurement professionals align their activities with business goals while fostering collaboration.
Active listening enhances these management skills, ensuring clarity, reducing misunderstandings, and building trust across all levels of engagement.

NEW QUESTION # 37
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