
CIPS Level 5 – Advanced Diploma in Procurement and Supply

Managing Teams and Individuals [L5M1]

Sample Questions

(Q1)

Alarmset

Maria is the newly appointed procurement manager for Alarmset, a company that develops manufactures and installs alarm systems.

Initially Maria's experienced conflict with her team, but worked quickly to resolve these issues. The working relationships improved with the team demonstrating their commitment by creating new ideas in both process improvement and product development. Maria recognised the importance of maintaining a cohesive team. She took the opportunity of involving all team members in decision-making and set up a weekly group lunch that provided an opportunity for all team members to meet informally. The lunchtime sessions provided Maria with the opportunity to update the team members on key developments in the organisation, as well as new policies and strategies, and relationships with key stakeholders. The team were able to talk about issues of concern and to get to know each other better. Every few months, she runs an offsite 'away-day' for the group where each team member prepares an update on a relevant procurement topic and presents it to the group.

Maria noticed that one of her team, Faizel, had started to arrive late to work and the quality of his work has deteriorated. He appeared to be communicating less with other team members. Maria decided to talk with him, and Faizel admitted that he had lost interest in his work. Faizel wanted a role where he would be able to use and develop his financial skills, as he wasn't able to in his current role as an assistant to one of the senior buyers. Faizel also believes that Fran does not delegate enough responsibility to him. Maria promises to look into the matter.

Alarmset has recently announced plans to expand into the growing market for assistive technology to help elderly and disabled people live independently. New procurement staff may be required, but Maria also wants to take the opportunity of enhancing the skills within her current team. Maria has set up an appointment with the human resources manager to discuss an appropriate course of action.

Question One

Explain the 'Human Relations' approach to management using examples from the scenario to support your answer.

[25 marks]

LO: 1
AC: 1.3

(Q2)

Question Two

Assess the main factors that are likely to influence job satisfaction within a procurement team. Use appropriate theory to support your answer.

[25 marks]

LO: 2
AC: 2.4

(Q3)

Question Three

Using appropriate theory, explain the stages of team development and provide the key features of each stage, supported by relevant examples.

[25 marks]

LO: 3
AC: 3.2

(Q4)

Gentec

Gentec supply circuit boards to consumer electronics manufacturers. Gentec purchase a wide range of electronic components from multiple suppliers. Most of these components have three or four suppliers who can meet Gentec's requirements, although these products are quite specialised and can sometimes create bottlenecks in supply.

Gentec currently operate on a purely transactional and arms-length relationship with all these suppliers. Gentec try to generate as much competition as possible between the suppliers and share minimal forward planning information, adopting a transactional competitive tendering approach with all suppliers.

Requirements for electronic components are re-tendered each time they are needed which is an administratively challenging and relatively expensive approach. Gentec have maintained this low trust approach with minimal engagement of their suppliers. Price is seen as the overriding objective and Gentec believed that this transactional arms-length approach, with minimal stakeholder engagement, provided it with the lowest possible prices.

When tender documents are issued, minimal information is shared as there is limited trust between Gentec and its suppliers. Gentec issues specifications which suppliers are required to follow without raising any questions. Unsuccessful suppliers are given no feedback. Suppliers are required to carry any development costs required for components. The suppliers do not regard Gentec as a core customer as each individual tender is for a fixed term and fixed amount with no longer term commitment.

Gentec have recently appointed a new supply chain manager, Michelle Stevens. Based on her previous experience in other markets and with other supplier stakeholders, Michelle believes that an alternative approach could be used with the suppliers of electronic components. This revised approach would attempt to build and maintain trust with the suppliers to gain their long-term commitment and to align the objectives of Gentec and its suppliers, who Michelle recognises are key stakeholders.

Question Four

Propose and justify ways in which Gentec can build and maintain trust with its suppliers, who are now recognised by Michelle Stevens as key stakeholders.

[25 marks]

LO: 4
AC: 4.2

SAMPLE QUESTIONS