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L5M5

Question no 2

Santino is a procurement manager at ABC Ltd. He manages a contract with a supplier. The relationship is characterised by both companies seeking advantages at the expense of the other. What type of relationships does Santino have with his supplier?

Option A : partnership

Option B : transa

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CIPS L5M5 Exam Syllabus Topics:

Topic	Details

Topic 1	<ul style="list-style-type: none"> Understand the importance of compliance with ESG (Environmental, Social, and Governance) factors to achieve ethical and sustainable procurement and supply arrangements: This section of the exam measures skills of Supply Chain Specialists and covers methods to ensure compliance with ESG standards in procurement. It includes the use of supply chain mapping, risk management, stakeholder engagement, and contractual terms to secure sustainable practices. Candidates also learn how to monitor supplier performance, handle non-compliance, and utilize third-party auditors to maintain ethical standards. Relationship management strategies, corrective actions, and escalation processes are emphasized as part of ensuring suppliers meet ESG expectations.
Topic 2	<ul style="list-style-type: none"> Understand initiatives and standards related to ESG (Environmental, Social, and Governance) that support ethical and sustainable procurement and supply: This section of the exam measures the skills of Procurement Leaders and covers the global frameworks and standards that shape ethical supply practices. It explores international labour standards set by organizations such as the UN and ILO, and labour codes like the Ethical Trading Initiative and SA8000. Candidates also examine external environmental frameworks, industry accreditations, and their role in meeting ESG goals. Finally, this section addresses fair trade principles, organizations such as WFTO and Fairtrade International, and the need to align internal governance with global standards.
Topic 3	<ul style="list-style-type: none"> Understand the impact of ESG (Environmental, Social, and Governance) considerations on ethical and sustainable supply chains: This section of the exam measures the skills of Procurement Managers and covers how ESG principles are applied to secure ethical and sustainable supply chains. It looks at the role of environmental, social, and governance factors in procurement decisions, alongside risks and benefits of ESG adoption. Learners also explore issues such as modern slavery, bribery, and human rights, as well as the importance of diversity, inclusion, and stakeholder management. The section highlights how globalization, culture, and labour practices shape supply strategies and examines potential conflicts that may arise when balancing ESG priorities with business demands.

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CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q65-Q70):

NEW QUESTION # 65

A multinational retail company faces cybersecurity incidents, including unauthorized access to customer payment data and phishing attacks. To strengthen information security, the board seeks a globally recognized framework. The IT team must recommend the most suitable ISO standard for managing these risks systematically. Which ISO standard should the company adopt?

- A. ISO 20400
- B. ISO 45001
- C. ISO 27001**
- D. ISO 9001

Answer: C

Explanation:

Choice A - ISO 9001 focuses on quality management and ensuring consistent product or service delivery. While it is valuable for improving operational processes, it does not specifically address information security risks or cybersecurity threats.

Choice B - ISO 27001 is the globally recognized standard for Information Security Management Systems (ISMS). It helps organizations systematically manage and improve their cybersecurity practices, protect customer data, and mitigate risks such as

unauthorized access and phishing attacks..

Choice C - This standard focuses on sustainable procurement, ensuring ethical and environmental considerations in supply chain management. It is not relevant to cybersecurity.

Choice D- This standard addresses, occupational health and safety (OH&S), helping organizations improve workplace safety and reduce risks of injuries but does not cover information security.

Reference:

LO-3.3; Page 314; Importance of updating internal and governance standards

NEW QUESTION # 66

Which of the following could be considered a competitive advantage for a company?

- A. Reduced lead times
- B. Return on investment
- C. High profit margin
- D. Brand reputation

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

A competitive advantage is something that makes one organisation more attractive than its competitors. The L5M5 study guide (p.62) highlights reduced lead times as a clear competitive advantage because customers value speed, reliability, and efficiency in delivery. While high profit margins (B) and ROI (C) are outcomes of strong performance, they do not necessarily attract customers. Brand reputation (D) is important but is considered a broader intangible asset rather than a direct competitive advantage in procurement. Reduced lead times demonstrate operational excellence, helping procurement gain a strategic edge in the marketplace.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.62

NEW QUESTION # 67

Green Book Ltd wants to include ESG measures in contracts. Which of the following is not an ESG performance measure?

- A. ED&I (Equality, Diversity & Inclusion)
- B. Waste reduction
- C. Social value
- D. **On time in full delivery**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The L5M5 study guide (p.194) confirms that On Time In Full (OTIF) delivery is a standard performance metric but is not an ESG measure. ESG measures include waste reduction (E), social value (S), and ED&I (S), which assess ethical, social, and environmental responsibilities. Procurement professionals must distinguish between operational KPIs and sustainability-focused KPIs to ensure contracts drive both efficiency and ethical responsibility.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.194

NEW QUESTION # 68

Which term describes non-binding recommendations that offer guidance on best practices?

- A. Directives
- B. **Guidelines**
- C. Statutes
- D. Regulations

Answer: B

Explanation:

Choice A- These are non-binding recommendations or advice that suggest best practices but do not carry the force of law. This A is the correct choice.

Incorrect answer:

Choice B- These are binding legal rules that must be followed as they have the force of law. They come into force on a set date in all of the member states.

Choice C- In legal contexts (e.g., EU), directives set goals that member states must achieve, but each state decides how to implement them.

Choice D- These are formal written laws passed by a legislative body of a government, and they are legally binding.

Reference:

LO-2.2; Page 185; Monitoring Contract Performance

NEW QUESTION # 69

Which of the following is the correct order of the Deming Cycle?

- A. Check, plan, do, act
- **B. Plan, do, check, act**
- C. Act, plan, check, do
- D. Plan, do, act, check

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The Deming Cycle (also known as the PDCA cycle) is a continuous improvement model. The correct sequence is: Plan, Do, Check, Act. According to the L5M5 study guide (p.276), it is used within ISO14001 and other management systems to improve processes iteratively. "Plan" involves identifying improvements, "Do" implements them, "Check" monitors results, and "Act" standardises successful changes. Procurement professionals apply this cycle in supplier management and sustainability programmes to ensure continuous improvement.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.276

NEW QUESTION # 70

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