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CIPS L5M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 SA800. 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 2	<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 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 (Q56-Q61):

NEW QUESTION # 56

Ruby is a Contracts Manager at ACE Ltd and manages a contract with Spades Ltd which provides raw materials. She has found a serious issue in Spade's conduct. Which TWO documents should Ruby complete?

- A. KPIs and Root Cause Analysis
- B. SWOT Analysis and KPIs
- C. Corrective Action Plan and SWOT Analysis
- **D. Root Cause Analysis and Corrective Action Plan**

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

When a supplier's conduct breaches expected standards, the appropriate tools are Root Cause Analysis (to identify why the issue occurred) and a Corrective Action Plan (to detail how the supplier will fix and prevent recurrence). The L5M5 study guide (p.228) emphasises that KPIs should already be established at the start of the contract, and a single conduct issue may not mean performance indicators are being missed. SWOT analysis is not suitable in this scenario, as it is a strategic tool rather than a compliance or corrective measure. Corrective actions ensure continuous improvement and supplier accountability, which are essential for ethical supply chain management.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.228

NEW QUESTION # 57

Which of the following actions could create a conflict between profitability and social value among stakeholders?

- A. Implementing environmentally sustainable practices
- B. Offering competitive prices to customers
- C. Engaging in corporate social responsibility initiatives
- **D. Cutting costs by reducing employee wages**

Answer: D

Explanation:

Choice B- Cutting costs by reducing employee wages is the action that could lead to a conflict between profitability and social value.

While it might improve short-term profits, it can negatively affect employee morale, retention, and overall company reputation, leading to long-term challenges.

Incorrect answer:

Choice A- This action typically enhances social value by promoting environmental responsibility. While it may involve higher upfront costs, in the long run, it can lead to savings, increased customer loyalty, and a stronger brand reputation. Thus, it usually aligns profitability with social value rather than conflicting with it.

Choice C- Engaging in CSR initiatives often enhances a company's reputation and fosters goodwill within the community. While it may require financial investment and could impact short-term profits, it generally aligns with social value and can lead to long-term benefits, such as customer loyalty and brand strength.

Choice D- Offering competitive prices may initially seem like a strategy focused solely on profitability. However, it can also enhance social value by making products more accessible to a broader audience. If done without compromising quality or ethical standards, this option usually does not create a conflict but can benefit both profitability and social value.

Reference:

LO-1.4; Page 137; Comprehensive stakeholder consultations and engagement

NEW QUESTION # 58

XYZ Corporation has been acquired by a global company that plans to centralize all sourcing activities and standardize processes. Which factor could help XYZ Corporation gain a competitive advantage through this centralization?

- A. Increased due diligence activity resulting in lower governance of suppliers
- B. Ability to use more favorable legislation in different countries and avoid local legal obligations
- C. Efficiency gains that lead to increased productivity and lower prices
- **D. Improved benchmarking shared data to provide ability to agree prices with global competitors**

Answer: D

Explanation:

Choice B- Improved benchmarking and shared data can help a company agree on prices with global competitors and gain a competitive advantage. Option B is the correct answer.

Incorrect answer:

Choice A- Legal obligations have to be maintained from wherever the company is operating. Avoiding or adhering to legislations is not a competitive advantage.

Choice C- Competitive advantage can best be described as what sets an organization apart. Increased efficiency is the result of competitive advantage but not a competitive advantage itself.

Choice D- Increased due diligence activity resulting in lower governance of suppliers is not a competitive advantage for XYZ Corporation.

Reference:

LO-1.2; Page 63-65; Competitive advantage through global sourcing

NEW QUESTION # 59

Which of the following are core Labour Standards of the ILO? Select TWO

- A. Protection from job insecurity
- **B. Freedom of association**
- **C. Payment of a living wage**
- D. Equal opportunities for all

Answer: B,C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The International Labour Organisation (ILO) has defined core labour standards. According to the L5M5 study guide (old p.60, new p.88), these include freedom of association (A) and payment of a living wage (B). Other standards include the right to unionise, elimination of forced labour, and restriction of child labour. Equal opportunities (C) and protection from job insecurity (D) are important labour rights but not classified as core ILO standards. Procurement professionals must ensure suppliers comply with these standards to avoid reputational, legal, and operational risks.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.88

NEW QUESTION # 60

A large retail chain, HyperMart, sources products from multiple suppliers, each specializing in different categories such as electronics, clothing, and groceries. To maintain a diverse selection, HyperMart has contracts with multiple suppliers for each product category. At the same time, these suppliers serve various large retailers and are not solely dependent on HyperMart for their sales.

In this scenario, how does the mutual independence between HyperMart and its suppliers illustrate the dynamics of the power dominance model?

- A. Suppliers hold power over HyperMart because they provide unique products that are difficult to substitute
- B. The dependence of HyperMart on suppliers for critical products increases supplier power
- **C. Both HyperMart and its suppliers operate independently without significant power over each other**
- D. HyperMart has significant power over suppliers due to its large purchasing volume

Answer: C

Explanation:

In this scenario, both HyperMart and its suppliers operate independently. HyperMart has multiple suppliers to choose from, limiting any single supplier's influence. Likewise, suppliers serve multiple large retailers, including HyperMart, preventing dependency on a single customer. This mutual independence creates a balanced power dynamic, where neither party holds significant control over the other.

Thus, the correct answer is Option C.

Reference:

LO-1.4; Page 128-129; Responsible use of power relationships

NEW QUESTION # 61

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