

# Free PDF 2026 L5M5: Managing Ethical Procurement and Supply (L5M5)–Trustable Exam Assessment



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## CIPS L5M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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## CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q30-Q35):

### NEW QUESTION # 30

Several UK-based companies operate in diverse production industries, each facing unique market structures and supplier dynamics when sourcing raw materials and negotiating contracts. The power balance between buyers and suppliers varies based on market conditions, supplier availability, and industry-specific factors.

Case A: GreenPasture Feeds Ltd

GreenPasture Feeds Ltd is one of many manufacturers producing cattle feed, with soybean meal as a key ingredient. However, the supply of soybean meal is controlled by a small number of vendors, giving them significant bargaining power. As a result, GreenPasture Feeds Ltd faces higher procurement costs due to supplier dominance in the market.

Case B: MedTech Biologics Ltd

MedTech Biologics Ltd develops a specialized vaccine that relies on a crucial active ingredient supplied by a single biotechnology firm in Germany. This exclusive dependency creates a strategic interdependence between MedTech Biologics Ltd and its sole supplier, requiring close collaboration to maintain an uninterrupted supply chain.

Case C: PlayMax Toy Manufacturing

PlayMax Toy Manufacturing produces plastic toys using a specialized food-grade plastic sourced from a few manufacturers. However, the plastic resin needed for production is widely available from numerous global suppliers. This abundance of supply options strengthens PlayMax's bargaining position, allowing the company to negotiate favorable procurement terms.

Case D: BrewMaster Coffee Company

BrewMaster Coffee Company specializes in premium instant coffee production. Since high-quality Arabica coffee beans are grown and supplied by producers across various regions worldwide, the company benefits from an extensive supplier base. This widespread availability gives BrewMaster a competitive edge in securing cost-effective and high-quality raw materials.

Using the provided options, complete the table by identifying the market structure for each case and determining the buyer-supplier power dynamic based on their level of dominance.

Case	Market Structure	Position of Buyer/Supplier as per power/dominance model
A	Oligopoly (Few suppliers of soybean meal)	Buyer is dominant over supplier
B	Monopoly (Single supplier of the key ingredient)	Supplier is dominant over buyer
C	Oligopsony (Few buyers of unique food-grade plastic)	Buyer and supplier are independent
D	Perfect Competition (Many global suppliers of Arabica coffee beans)	Buyer and supplier are interdependent

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- A. Monopoly (Single supplier of the key ingredient): Buyer and supplier are interdependent
- B. Oligopoly (Few suppliers of soybean meal): Supplier is dominant over buyer

Answer: A,B

Explanation:

Case	Market Structure	Position of Buyer/Supplier as per power/dominance model
A	Oligopoly (Few suppliers of soybean meal)	Supplier is dominant over buyer
B	Monopoly (Single supplier of the key ingredient)	Buyer and supplier are interdependent
C	Oligopsony (Few buyers of unique food-grade plastic)	Buyer is dominant over supplier
D	Perfect Competition (Many global suppliers of Arabica coffee beans)	Buyer and supplier are independent

In the competitive world of production and supply chain management, companies must navigate diverse market structures and power dynamics when sourcing raw materials. The availability of suppliers, the number of buyers, and the overall industry landscape influence the negotiation power between buyers and suppliers. Below, we analyze four UK-based companies, exploring their market structures and the inherent power dynamics that shape their procurement strategies.

**Case A: GreenPasture Feeds Ltd - Supplier Dominance in an Oligopoly**  
GreenPasture Feeds Ltd operates in the cattle feed manufacturing industry, where soybean meal is a critical raw material. Despite the presence of multiple cattle feed producers, the supply of soybean meal is controlled by a limited number of suppliers, creating an oligopoly on the supplier side.  
Market Structure: Oligopoly (Few suppliers controlling the market)  
Power Dynamic: Supplier is Dominant Over Buyer Due to the scarcity of suppliers and the high demand for soybean meal, GreenPasture Feeds Ltd has little leverage in price negotiations. Suppliers dictate procurement terms, leading to higher costs for buyers like GreenPasture Feeds Ltd. The limited choice in suppliers forces the company to comply with set conditions, highlighting the imbalance of power in favor of suppliers.

**Case B: MedTech Biologics Ltd - Mutual Dependence in a Monopoly**  
MedTech Biologics Ltd specializes in manufacturing a rare vaccine, relying on a single biotechnology firm in Germany for a crucial active ingredient. Since this supplier is the sole producer of the required material, it operates as a monopoly on the supplier side.  
Market Structure: Monopoly (A single supplier dominates the market)  
Power Dynamic: Buyer and Supplier are Interdependent While the supplier holds significant power by being the only source of the ingredient, MedTech Biologics Ltd is also the exclusive manufacturer of this particular vaccine. This mutual exclusivity fosters interdependence, requiring both parties to collaborate strategically to ensure consistent supply and stable production. The relationship must be carefully managed to maintain operational continuity and mitigate supply chain risks.

**Case C: PlayMax Toy Manufacturing - Buyer's Advantage in an Oligopsony**  
PlayMax Toy Manufacturing produces children's toys using a specialized food-grade plastic, available from only a few manufacturers. However, there are even fewer buyers for this specialized plastic, giving companies like PlayMax a strong bargaining position. This scenario creates an oligopsony, where a small number of buyers influence supplier behavior.  
Market Structure: Oligopsony (Few buyers exert influence over suppliers)  
Power Dynamic: Buyer is Dominant Over Supplier Since there are multiple suppliers but limited buyers for this specific type of plastic, PlayMax can dictate favorable procurement terms, negotiate better prices, and even switch suppliers if needed. The suppliers, reliant on a small customer base, have limited pricing power, placing them at a disadvantage in negotiations. This gives PlayMax a strong upper hand in procurement decisions.

**Case D: BrewMaster Coffee Company - Balanced Competition in a Perfect Market**  
BrewMaster Coffee Company produces premium instant coffee, sourcing high-quality Arabica coffee beans from multiple global suppliers. With numerous buyers and suppliers operating in this market, no single entity can dominate pricing or supply, making it an example of perfect competition.  
Market Structure: Perfect Competition (Many buyers and sellers, no market control)  
Power Dynamic: Buyer and Supplier are Independent Due to the abundance of coffee producers, BrewMaster Coffee

Company has flexibility in choosing suppliers based on quality, price, and ethical sourcing. Similarly, coffee bean producers are not reliant on a single buyer, as they can sell their beans to multiple companies. This results in a balanced and competitive relationship, where neither side holds significant power over the other.

### NEW QUESTION # 31

Vincent is a Procurement Manager in France. His company is considering joining the EU's EMAS system (Eco-Management and Audit Scheme). Which of the following are advantages of doing this? Select THREE

- A. There is no cost to set up
- B. It allows the organisation to prove compliance with environmental legislation
- C. It will increase profits
- D. It focuses the organisation on improving environmental performance
- E. It will benefit the company's reputation

**Answer: B,D,E**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The Eco-Management and Audit Scheme (EMAS) is a voluntary EU framework that supports organisations in improving environmental performance. The L5M5 study guide (p.279) explains that EMAS helps organisations by:

Focusing on continuous environmental performance improvement (A),

Allowing proof of compliance with environmental legislation (C),

Enhancing reputation and stakeholder trust (D).

However, it does not guarantee increased profits (B), and there are costs for audits and registration (E). EMAS can give organisations a competitive advantage by demonstrating environmental responsibility. For procurement, it helps in supplier evaluation, especially within the EU.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.279

### NEW QUESTION # 32

Global sourcing often increases carbon emissions due to the long distances goods must travel. Which of the following strategies can help reduce this environmental impact?

- A. Increasing reliance on air freight for faster delivery
- B. Consolidating shipments to reduce the number of trips made
- C. Focusing exclusively on sourcing from local markets regardless of cost
- D. Sourcing from multiple distant suppliers to ensure competitive pricing

**Answer: B**

Explanation:

Choice B- Consolidating shipments means combining multiple orders into fewer deliveries, which reduces the total number of trips required. This approach leads to lower carbon emissions per unit of goods transported and enhances efficiency in logistics. Thus is the correct answer.

Incorrect answer:

Choice A- Using air freight can actually increase carbon emissions significantly compared to other transportation methods like shipping or rail. While it may expedite delivery, it is one of the most environmentally harmful ways to transport goods over long distances.

Choice C- While this strategy may help in achieving lower costs, it can increase carbon emissions due to the greater number of shipments required. Sourcing from many distant suppliers often leads to less efficient logistics and higher environmental impact.

Choice D- Although sourcing locally can significantly reduce transportation-related emissions, focusing solely on local markets may not always be practical or cost-effective. It can limit access to certain products, materials, or pricing advantages that global sourcing might provide. A balanced approach considering both environmental impact and cost is often necessary.

Reference:

LO-1.2; Page 79; ESG considerations in global sourcing

### NEW QUESTION # 33

Which of the following statements highlights a key limitation of direct trade that critics argue weakens its ability to ensure ethical

practices?

- A. Power imbalances between producers and buyers are completely eliminated through direct trade agreements
- **B. The lack of standardized criteria in direct trade allows companies to define ethical practices on their own, potentially resulting in inconsistent or misleading claims**
- C. Direct trade removes the need for third-party certifications, guaranteeing full transparency in all cases
- D. Direct trade enforces strict regulations to ensure fair wages for all workers, including temporary laborers

**Answer: B**

Explanation:

Choice B - This is correct because one of the primary criticisms of direct trade is the lack of universal standards. Companies can define "ethical practices" in their own terms, which may vary widely and lead to confusion or even greenwashing.

Choice A - This is incorrect because while direct trade does not rely on third-party certifications, this does not ensure complete transparency. In fact, the lack of third-party oversight is often criticized as a limitation, as it can lead to inconsistent or unverifiable claims.

Choice C - This is incorrect because direct trade does not guarantee fair wages for all workers, especially temporary or seasonal laborers. The focus is typically on producers or cooperatives, leaving other workers vulnerable to exploitation.

Choice D- This is incorrect because power imbalances can still exist in direct trade relationships. Buyers may hold significant leverage, particularly if producers depend on them as their sole buyer. Direct trade does not inherently eliminate these imbalances.

Reference:

LO-3.3; Page 309-310; Fairtrade standards that affect the workplace and producers and their implications for procurement and supply

#### **NEW QUESTION # 34**

Progoti Motors, a Bangladeshi company, has purchased a new fleet of vehicles from Japan. Which TWO of the following would be included in the 'Total Landed Costs' of this purchase?

- A. Disposal costs
- **B. Import duties**
- C. Research and development costs
- **D. Transportation costs**
- E. Recycling costs

**Answer: B,D**

Explanation:

According to the study guide, total landed cost includes the original product price, transportation costs, fees, customs and duty charges, currency exchange rates, and handling costs. Therefore, Choices B and C are correct. Landed costs typically do not include expenses unrelated to the production and sale of a single item or costs that are difficult to determine precisely. Choices A, D, and E fall into this category.

Reference:

LO-1.4; Page 107; Demand Management and the need for urgent orders

#### **NEW QUESTION # 35**

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