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Question 1:

**When deciding on 'Make versus Buy', procurement professionals have to consider the level of competition in supply market. Which of the following will improve the buying organisation's bargaining power?**

- ☐ High direct labour costs
- ☒ Substitutes for the product or service are readily available
- ☐ The suppliers are larger than the buying organisation in the industry and more concentrated
- ☐ The market has high entry barrier to new entrants

Question 2:

**Which of the following governs the public sector procurement and sourcing within the EU and EEA?**

- ☐ The Freedom of Information Act
- ☐ Directive 2014/24/EU
- ☐ Public Contract Regulations
- ☐ Title VI Treaty of Rome

Question 3:

**Which of the following encourages procurement professionals to avoid discrimination, treat suppliers fairly and respectfully and a transparent approach to sourcing?**

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## CIPS Ethical and Responsible Sourcing Sample Questions (Q165-Q170):

### NEW QUESTION # 165

The balance sheet (statement of financial position) is one of the financial statements used in assessing a supplier's financial stability. The balance sheet contains information on such items as ...

- A. Short-term liabilities (e.g., unpaid taxes and bank overdraft)
- B. Operating expenses and net profit
- C. Cash receipts from customers
- D. Liquidity ratios, return on capital employed and gearing

**Answer: A**

Explanation:

A balance sheet sets out assets, liabilities and equity at a point in time. Current (short-term) liabilities such as overdrafts and tax creditors are part of it. Cash receipts (A) sit in cash-flow statements; expenses and profit (B) are in the income statement; ratios (C) are derived metrics, not items on the statement.

Reference: CIPS L4M4 Study Guide (v2): LO "Application" - supplier financial appraisal; interpreting the statement of financial position.

### NEW QUESTION # 166

Ali is the Category Manager at an airplane manufacturing factory. He works with many different suppliers who provide different components for the planes. The company is investing heavily in Environmental and Social Governance and Ali has been asked by the CEO what the best practice is to ensure ethical behaviour from suppliers. Ali has suggested completing Audits. Is this the right thing to do?

- A. No- Ali should simply ask the supplier's about their ethical practices
- B. No- audits will only reveal financial issues not ethical ones
- C. Yes- audits always uncover ethical violations such as modern day slavery
- D. yes - these can be completed without warning which would give Ali an accurate picture of the supplier's operations

**Answer: D**

Explanation:

The correct answer is 'yes - these can be completed without warning which would give Ali an accurate picture of the supplier's operations'. The other options are incorrect:

- 1) you can do many types of audit- financial, ethical, Health and Safety etc
- 2) asking a supplier about their ethical practices isn't likely going to get you accurate information. They'll just tell you what they think you want to hear
- 3) audits are great- but they don't ALWAYS uncover issues. Always is the key word in that sentence which makes it incorrect.

### NEW QUESTION # 167

A buyer is assessing a supplier's proposal in terms of any added value offered. Which of the following are examples of added value?

- \* The supplier has submitted the lowest price compared to competitors
- \* The supplier is offering solutions to reduce costs in the supply chain
- \* The supplier is committed to reducing plastic and waste in operations
- \* The supplier is personally known by the Operations Director

- A. 2 and 3
- B. 3 and 4
- C. 1 and 4
- D. 1 and 3

**Answer: A**

Explanation:

Added value refers to benefits beyond basic price and compliance. Examples include suppliers proposing innovations or cost-

reduction strategies in the supply chain (2) and sustainability commitments like reducing plastics and waste (3). Lowest price is part of baseline evaluation, not added value. Personal connections (4) are not a valid or ethical procurement criterion and could breach fairness. Responsible sourcing emphasises identifying suppliers who contribute to continuous improvement, sustainability, and efficiency beyond contractual minimums.

Reference: CIPS L4M4 Study Guide (v2), LO: "Implementation" - evaluating added value in supplier proposals.

#### NEW QUESTION # 168

Which remedial actions may be undertaken by a purchasing organisation following a supplier audit? (Select TWO)

- A. Running supplier development programmes
- B. Violating the terms of the supplier contract
- C. Daily brainstorming meetings with the supplier
- D. Employing the supplier's staff for job training
- E. Defining corrective actions for the supplier

**Answer: A,E**

Explanation:

When supplier audits reveal issues, buyers should implement constructive measures. Supplier development programmes (A) help improve performance through training, mentoring, and joint improvement initiatives.

Corrective action plans (E) outline specific steps and timelines to address identified gaps. Options like hiring supplier staff or informal brainstorming do not provide structured improvements, while violating contracts would undermine governance. Responsible sourcing emphasises supplier engagement and continuous improvement, ensuring suppliers meet ethical, quality, and sustainability expectations rather than simply penalising them.

Reference: CIPS L4M4 Study Guide (v2), LO: "Implementation" - supplier audits and corrective actions.

#### NEW QUESTION # 169

Ramesh is an IT category manager within the UK's National Health Service and is responsible for the procurement of a new high-value network system, which will be used across multiple doctors' practices and community health centres. Ramesh has reviewed the different tender approaches and has concluded that the use of a restricted tender is the most appropriate. Which of the following statements is true for a restricted tender process?

- A. Direct negotiations occur prior to suppliers submitting their offer
- B. The contract will be awarded strictly on pricing criteria
- C. Suppliers responding to the tender are pre-qualified
- D. It is only relevant when there are few suppliers in the market

**Answer: C**

Explanation:

In a restricted tender process, suppliers are pre-qualified through a selection process before being invited to submit tenders. This approach is suitable when there is a need to ensure that only capable suppliers are considered, often due to the complexity or high value of the procurement. It is not limited to situations with few suppliers, and direct negotiations typically occur after tender submissions, not before. Contracts are awarded based on multiple criteria, not solely on price.

Reference:

CIPS Level 4 Diploma in Procurement and Supply, L4M4 Study Guide, Section 2.2: Tendering Procedures

#### NEW QUESTION # 170

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