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CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q19-Q24):

NEW QUESTION # 19

Rahul, a procurement officer at a textile manufacturing company, aims to engage employees in integrating ESG (environmental, social, and governance) standards into daily operations. Is this an effective strategy?

- A. No, because in raising ESG awareness workers have nothing to do
- **B. Yes. Because, Employees are the best promoters and they feel valued if they involved**
- C. Yes, because workers have the right to association and CBA
- D. No, for implementing ESG standards there is no need to raise awareness

Answer: B

Explanation:

Choice D- Involving employees in raising sustainability awareness is a good strategy because by involving them, they feel valued and empowered, leading to increased engagement, ownership, and better promotion of sustainability practices. This is the correct answer.

Incorrect answer:

Choice A - This option is incorrect because raising awareness is a crucial step in implementing ESG initiatives. Without awareness, employees may lack the knowledge and motivation to adopt ESG practices, which can hinder the success of such efforts.

Choice B - This option is incorrect because the right to association and collective bargaining (CBA) refers to labor rights, not to ESG awareness. While these rights are important in the workplace, they do not justify involving workers in sustainability initiatives specifically.

Choice C - This option is incorrect because workers/employees are integral to the implementation of ESG practices. They play a key role in daily operations and can influence the organization's sustainability efforts. Claiming they have "nothing to do" disregards their potential contributions and undermines their importance in achieving ESG goals.

Reference:

LO-2.4; Page 224-225; Worker representation, processes and audit trails

NEW QUESTION # 20

Effectively managing stakeholders helps a business minimize potential conflicts. One key approach to stakeholder management is analyzing stakeholders.

Which analysis tool can be used to conduct this assessment?

- **A. STEEPLLED**
- B. Kraljic analysis
- C. SWOT
- D. Portfolio analysis

Answer: A

Explanation:

□ The correct answer as per study guide is Choice A STEEPLLED analysis. Reference: LO-2.1; Page 175; Mapping, consulting and managing all stakeholder requirements to secure ESG considerations in ethical and sustainable procurement and supply arrangements

NEW QUESTION # 21

Which of the following strategies is primarily designed to lower business costs while also considering social and environmental impacts?

- A. Increasing Product Prices
- **B. Value Engineering**
- C. Outsourcing
- D. Cutting Workforce Salaries

Answer: B

Explanation:

Choice B- Value engineering is a structured approach to improving the value of products or services by analyzing their functions. It aims to reduce costs without sacrificing quality, thereby enhancing overall efficiency. It reviews and amends new products like reworking or developing new processes so that fewer raw materials are used or wasted in production of goods. This method encourages innovation and sustainability, often leading to more environmentally friendly processes and materials, and can also foster positive social outcomes by improving product design and usability.

Incorrect answer:

Choice A- Outsourcing involves contracting third-party companies to handle certain business functions or processes. While it can reduce costs by utilizing cheaper labor or specialized services, it often does not address social or environmental impacts. In some cases, outsourcing can lead to negative consequences, such as job losses in the local economy or reliance on suppliers with poor labor practices.

Choice C- Increasing product prices is a straightforward way to improve profit margins, but it does not reduce costs. In fact, this strategy can alienate customers, especially in competitive markets. Additionally, it may not have any direct impact on social or

environmental considerations, and could potentially lead to decreased accessibility for consumers.

Choice D- Cutting salaries is a short-term cost-saving measure that can severely impact employee morale, loyalty, and productivity. While it may reduce costs temporarily, it often leads to higher turnover rates and loss of skilled workers. This strategy can have negative social impacts on the workforce and may ultimately harm the company's reputation and long-term sustainability.

Reference:

LO-1.1; Page 28-29; The risks and rewards of adopting ESG considerations in securing ethical and sustainable procurement and supply arrangements

NEW QUESTION # 22

Samir is the Project Manager of a large construction project. Due to the complexity of the build, the main contractor has employed specialist subcontractors. What is the disadvantage of using subcontractors for this work?

- A. Less control
- B. Increased costs
- C. Compliance with the law
- D. Lower quality of work

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The disadvantage of subcontracting is less control over performance. The L5M5 study guide (p.156) notes that while subcontracting allows access to specialist expertise, it creates additional risks for project delivery, as the main contractor remains accountable for subcontractor performance. Problems such as delays, quality issues, or non-compliance can occur, and these are more difficult to manage indirectly. Increased costs (A) are not always true since subcontracting can be cost-effective, while lower quality (B) depends on subcontractor capability. Compliance with the law (D) is a requirement, not a disadvantage. Procurement professionals must carefully manage subcontractors through clear contracts, monitoring, and accountability measures.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.156

NEW QUESTION # 23

How can integrating social considerations into sustainable procurement and supply create opportunities for accessing new markets? Select any TWO.

- A. By solely prioritizing the fastest delivery times, regardless of sourcing practices
- B. By ensuring compliance with international labor standards, making products more appealing to ethical consumers
- C. By partnering with local suppliers and underrepresented communities, thereby opening up regional markets
- D. By ignoring cultural differences and standardizing products for all markets
- E. By focusing exclusively on reducing costs, which attracts price-sensitive customers

Answer: B,C

Explanation:

Choice A- This option is correct. Compliance with international labor standards signals a commitment to ethical practices, which can attract consumers who prioritize sustainability and social responsibility. This appeal can open new markets, particularly among consumers who are willing to pay a premium for ethically sourced products.

Choice B- This option is incorrect. While reducing costs can attract some customers, it often overlooks social considerations and may lead to unethical sourcing practices. Focusing solely on cost does not contribute to sustainable procurement and can limit access to markets that value ethical practices.

Choice C- This option is correct. Partnering with local suppliers and underrepresented groups fosters community engagement and strengthens local economies. Moreover catering for new range of customers who may not have been previously catered for. This approach can help organizations tap into regional markets, build trust with local consumers, and enhance brand loyalty through a commitment to social responsibility.

Incorrect answer:

Choice D- This option is incorrect. Ignoring cultural differences can alienate potential customers and limit market access. Sustainable procurement should consider local customs and preferences to effectively cater to diverse markets. Adapting products to fit local contexts can enhance acceptance and success in new markets.

Choice E- This option is incorrect because prioritizing only speed in delivery can compromise ethical sourcing and sustainability practices. While timely delivery is important for customer satisfaction, focusing exclusively on it can lead to neglecting social and environmental responsibilities. Fast delivery may involve sourcing from suppliers that cut corners on labor standards or environmental

protections, ultimately undermining the principles of sustainable procurement. To effectively access new markets, organizations must balance delivery efficiency with ethical sourcing practices, ensuring that both speed and sustainability are prioritized.

Reference:

LO-1.1; Page 20-21; The role of social value considerations in securing ethical and sustainable procurement and supply arrangements

NEW QUESTION # 24

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