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Apor is an online retailer of clothing and shoes. It sells four different fashion product lines:

Product 1: Apor has achieved competitive advantage on this product line as it is able to produce this line of clothing cheaply. This has been achieved by investing in manufacturing technology allowing items to be made more cheaply than other competitors in the marketplace.

Product 2: Apor is marketing to a younger customer for this product and has developed unique features that appeal to teenagers in particular.

Product 3: This product is a type of shoe only purchased by professional dancers. Apor's strategy is to appeal to this small and specific customer segment and it achieves advantage through the low cost of manufacture. However, demand for the product has been impacted recently due to changes in import duty and tax.

Product 4: The marketing slogan for this product is 'Greener Clothing for the Planet'. Although slightly more expensive than other product ranges, Apor is achieving advantage through the product's unique features which appeal to a smaller, specific customer segment.

Complete the table below by identifying the macro environmental driver and source of competitive advantage for each product line. Each response should only be used once:

Demographics driver, economic driver, environmental driver, technology driver, cost leadership, cost focus, differentiation focus, differentiation.

	Macro Environment Driver	Source of Competitive Advantage
Product 1	1	5
Product 2	2	6
Product 3	3	7
Product 4	4	8

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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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>> **Reliable L5M5 Test Tips** <<

Free PDF Quiz CIPS - L5M5 - Marvelous Reliable Managing Ethical Procurement and Supply (L5M5) Test Tips

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CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q10-Q15):

NEW QUESTION # 10

EcoTech Solutions, a small business based in Canada, is exploring the possibility of developing its own environmental management system rather than adopting a widely recognized standard. What are two potential advantages of this approach? Select any TWO

- A. It ensures compliance with local regulations and requirements
- B. It could result in lower implementation costs
- C. It may be simpler for customers to understand
- D. This is a form of greenwashing

Answer: A,B

Explanation:

Choice B- An organisation specific system can be specifically designed to address local environmental regulations, ensuring the business remains compliant with the laws in its area.

Choice D- This is a advantage, as creating a custom environmental management system could have fewer expenses compared to adopting a global certification, such as ISO.

Incorrect answer:

Choice A- While a custom system could be tailored to local needs, it does not guarantee that customers will find it easier to understand than an internationally recognized standard.

Choice C- This is not necessarily true. Developing a custom system is not inherently greenwashing unless the system is used to falsely claim environmental achievements or mislead consumers.

Reference:

LO-3.2; Page 288-289; Role of industry standards and frameworks used by organizations in securing ESG considerations and ethical standards

NEW QUESTION # 11

McKesson is a leading healthcare company specializing in wholesale medical supplies and equipment, pharmaceutical distribution, and healthcare technology solutions. Recently, public hospitals placed an urgent request for medical supplies. Which of the following is NOT a method for identifying urgent orders?

- A. Identify strategically important customers and leverage goodwill for commercial renegotiations
- B. Assess supply chain capability
- C. Develop a standardized order policy to manage urgent requests, including appropriate cost allocation
- D. Establish economic order quantities (EOQ) based on profit margins

Answer: D

Explanation:

The correct answer is Option B. A company should establish a minimum order quantity (MOQ) rather than an economic order quantity (EOQ) based on profit margin. MOQ is the minimum order amount set by a supplier or retailer, whereas EOQ determines the optimal order quantity to meet customer demand while minimizing holding and ordering costs.

Reference: LO-1.4; Page 113; Demand Management and the need for urgent orders

NEW QUESTION # 12

Which tier of a supply chain would the original equipment manufacturer have the closest relationship with?

- A. Tier 3
- B. Tier 2
- **C. Tier 1**
- D. No tier

Answer: C

Explanation:

As shown in the figure, Tier 1 suppliers directly provide systems or services to the OEM. According to the study guide, the correct answer is Choice B. Reference: LO-2.1; Page 146; Mapping supply chains to achieve supply chain transparency

NEW QUESTION # 13

Which of the following form the 'Triple Bottom Line'? Select THREE

- **A. Planet**
- **B. People**
- **C. Profit**
- D. Placement
- E. Product

Answer: A,B,C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The concept of the Triple Bottom Line (TBL), also referred to as the "3Ps," is a framework that assesses organisational success through People, Planet, and Profit. These dimensions highlight the balance between social equity (people), environmental stewardship (planet), and economic performance (profit). According to the CIPS L5M5 study guide (p.3), procurement and supply professionals are expected to incorporate sustainability into decision-making processes, ensuring that business practices do not only create economic value but also deliver positive social and environmental impacts. "Product" and "Placement" are not part of the TBL model, as they are marketing-related concepts, not sustainability measures. This principle ensures procurement strategies align with corporate responsibility and long-term sustainable growth.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.3

NEW QUESTION # 14

Creating value responsibly for shareholders would sit under which aspect of the sustainability triple bottom line?

- A. Environmental
- B. Legal
- **C. Economic**
- D. Social

Answer: C

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The economic pillar of the Triple Bottom Line refers to the creation of financial value while maintaining responsibility toward stakeholders. The L5M5 study guide (p.179) explains that sustainability in procurement is not only about compliance with social and

