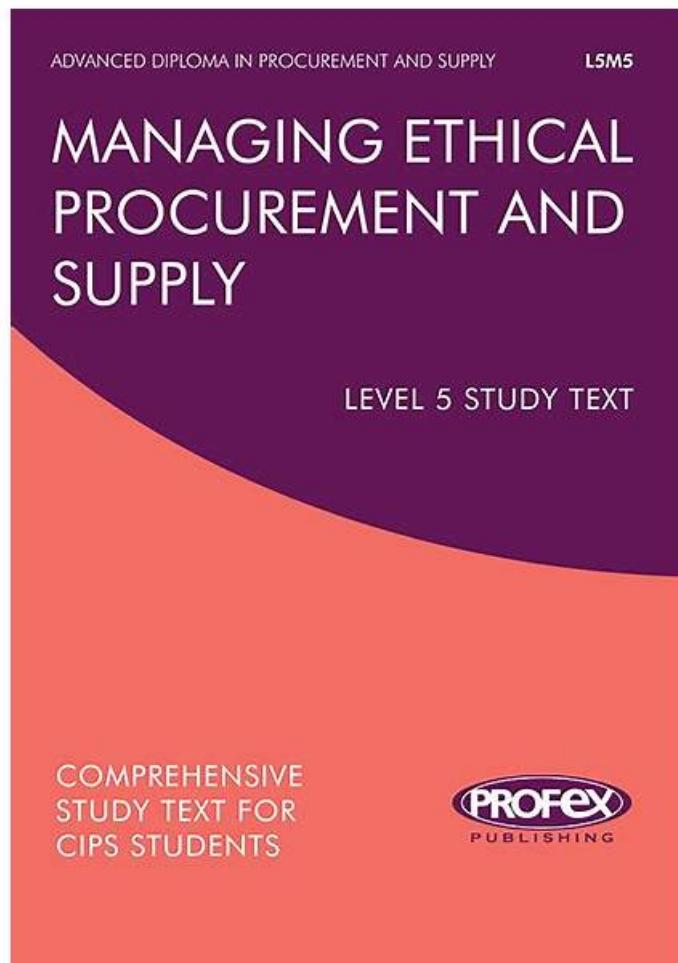


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## CIPS Managing Ethical Procurement and Supply (L5M5)

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### CIPS L5M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>
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 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>

### CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q87-Q92):

#### NEW QUESTION # 87

A supplier has contracted to deliver a customized piece of machinery to a manufacturing company under a "payment following performance" clause. After delivery, the buyer delays payment, citing the need for additional testing to verify compliance with the agreed specifications.

What is the greatest risk the supplier faces under this "payment following performance" system in this scenario?

- A. The buyer might reject the machinery without valid reasons
- B. The supplier might receive full payment before addressing the buyer's concerns
- C. The buyer might demand additional goods or services at no extra cost
- D. The supplier might fail to deliver on time and face penalties

**Answer: A**

Explanation:

Choice A- Under a "payment following performance" system, the supplier bears the risk of non-payment or delays if the buyer disputes the performance, even without valid reasons.

Incorrect answer:

Choice B- Payment before addressing concerns contradicts the "payment following performance" system.

Choice C- Demanding additional goods or services is not directly tied to the payment terms.

Choice D- Delivery timing issues relate to performance obligations, not payment risk.

Reference:

LO-2.2; Page 189; Monitoring Contract Performance

### NEW QUESTION # 88

During the transition phase at the end of a contract, what is typically the most challenging aspect to manage?

- A. Transferring documents
- B. Knowledge transfer and intellectual property (IP) rights
- C. Returning physical assets
- D. **Developing an exit strategy**

**Answer: D**

Explanation:

continuity, and addressing ownership, usage rights, and confidentiality. Mismanagement can have significant operational and legal implications.

Incorrect answer:

Choice B- Developing an exit strategy: This should already be planned during the contract drafting phase, making it less complex at the end stage.

Choice C- While it can involve logistical challenges, it is usually straightforward with clear inventory and tracking.

Choice D- Though it requires careful handling, it is generally a easier procedural task.

Reference:

LO-2.4; Page 240-241; Escalating non-compliance and making exit arrangements

### NEW QUESTION # 89

Which of the following statements is TRUE about the adjudication form of dispute resolution? Select TWO

- A. It is an informal process
- B. **A decision must be made within 28 days**
- C. The decision cannot be legally binding
- D. **It is quicker than going through the courts**

**Answer: B,D**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

Adjudication is a formal ADR method, widely used in construction and supply disputes. The L5M5 study guide (p.237) outlines its key features: it is designed to be faster than court proceedings and legally requires that a decision is reached within 28 days of referral. Decisions made can also be legally binding. Contrary to option A, adjudication is not informal; it follows structured legal processes. Option D is also incorrect, as adjudicator decisions may carry binding authority unless overturned later in arbitration or litigation. The process ensures disputes are resolved promptly, preventing long project delays.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.237

### NEW QUESTION # 90

Which of the following are benefits of sustainable business practices? Select TWO

- A. Increased spending
- B. **Increased productivity and reduced waste**
- C. **Competitive advantage**
- D. Weakened performance

**Answer: B,C**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The L5M5 study guide (p.7) highlights key benefits of sustainability, including increased productivity, reduced waste (A), and gaining competitive advantage (B) in the marketplace. Sustainable practices often improve efficiency, reduce resource consumption, and build stronger reputations, which attract customers and investors. Options C and D are incorrect, as weakened performance and higher spending are not benefits; instead, sustainability enhances resilience and long-term cost savings. Procurement professionals must position sustainability not as a cost burden but as a driver of efficiency, innovation, and brand strength.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.7

## NEW QUESTION # 91

Which of the following tools allows you to assess internal factors or drivers?

- A. SWOT
- B. STEEPLED
- C. GDP
- D. ABC Analysis

**Answer: A**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

SWOT analysis examines both internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats). According to the L5M5 study guide (p.55), SWOT is a strategic tool for assessing organisational drivers and making informed procurement decisions. In contrast, STEEPLED analyses external macro-environmental factors (social, technological, economic, environmental, political, legal, ethical, demographic). GDP (Gross Domestic Product) is an economic indicator, not an analysis tool, while ABC analysis categorises suppliers or inventory based on importance and value, not internal strategic drivers.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.55

## NEW QUESTION # 92

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