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Beakersfield is a large manufacturing company with diverse supply chains across several countries. Below are details of four suppliers, the ethical issues posed by each and Beakersfield's proposed tactic to mitigate the risk.

Supplier 1: Beakersfield believes that child labour may be used in one of Supplier 1's factories. It is considering employing a 3rd party to fly to the factory to complete an inspection.

Supplier 2: Supplier 2 is the only provider of a certain raw material in the marketplace. It has been using its position of power to artificially inflate the price of product. This is in violation of Beakersfield's CSR Policy and a face-to-face meeting has been arranged to address the issue.

Supplier 3: Supplier 3 has submitted false financial information as part of a tender which makes the company seem more financially stable than it is. This was caught during the tender process after Procurement Professionals completed background checks which were recommended by a company document.

Supplier 4: Supplier 4 has been found to pay some workers a higher wage than others based on their immigration status. Beakersfield has communicated with the supplier to ensure they understand the principles of Human Rights and that this is applied to their business practices.

Complete the table below identifying the ethical issue posed by each supplier and Beakersfield's response to mitigate the risk. Each response should only be used once: equality, fraud, corruption, modern slavery, education and training, risk assessments, clear communication, independent auditing.

	Ethical Issue	Company Response
Supplier 1	1	5
Supplier 2	2	6
Supplier 3	3	7
Supplier 4	4	8

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CIPS L5M5 Exam Syllabus Topics:

Topic	Details
Topic 1	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 2	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.

Topic 3	• 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.
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CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q25-Q30):

NEW QUESTION # 25

What is the term for a clause in a contract that, if breached, allows the injured party to claim damages but does not result in the termination of the contract?

- A. Condition
- B. Innominate term
- C. Warranty
- D. Representation

Answer: C

Explanation:

Choice C- A warranty in a contract is a term that, if breached, allows the injured party to claim damages but does not give them the right to terminate the entire contract. Therefore, this is the answer.

Incorrect answer:

Choice A- A representation is a statement made by one party to another, often during pre-contractual negotiations, to induce them to enter into a contract. Representations are not terms of the contract, so their breach does not directly impact the contract itself in the same way as a condition, warranty, or innominate term. Since the question specifies a contractual clause, representation cannot be the correct answer.

Choice B- A condition is a fundamental term of the contract. Breaching a condition gives the injured party the right to: Terminate the contract, and Claim damages. The question explicitly states that the clause should not allow for termination of the contract. Therefore, a condition does not fit the criteria.

Choice D- An innominate term does not have a predefined classification as a condition or warranty. Its treatment depends on the severity of the breach: If the breach is serious, it could lead to termination (similar to a condition) or if the breach is minor, it only results in damages (similar to a warranty). Since the question specifies a clause that does not allow for termination regardless of the breach's impact, this term is too flexible to be the correct answer.

Reference:

LO-2.2; Page 190-191; Monitoring Contract Performance

NEW QUESTION # 26

Knowledge that is not taught or learned from books but gained through personal experience is known as what?

- A. Primary knowledge
- B. Implied knowledge
- C. Inherent knowledge

- D. Tacit knowledge

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The L5M5 study guide (old p.40, new p.64) defines tacit knowledge as knowledge gained through personal experience, observation, and practice rather than formal education. For example, an employee may develop an instinct for supplier negotiation strategies over years of practice. By contrast, explicit knowledge can be formally recorded and taught. Tacit knowledge provides competitive advantage because it is harder for competitors to imitate. Procurement leaders must capture and share tacit knowledge within teams to strengthen organisational learning.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.64

NEW QUESTION # 27

Which of the following actions could create a conflict between profitability and social value among stakeholders?

- A. Implementing environmentally sustainable practices
- B. Engaging in corporate social responsibility initiatives
- C. Offering competitive prices to customers
- D. Cutting costs by reducing employee wages

Answer: D

Explanation:

Choice B- Cutting costs by reducing employee wages is the action that could lead to a conflict between profitability and social value. While it might improve short-term profits, it can negatively affect employee morale, retention, and overall company reputation, leading to long-term challenges.

Incorrect answer:

Choice A- This action typically enhances social value by promoting environmental responsibility. While it may involve higher upfront costs, in the long run, it can lead to savings, increased customer loyalty, and a stronger brand reputation. Thus, it usually aligns profitability with social value rather than conflicting with it.

Choice C- Engaging in CSR initiatives often enhances a company's reputation and fosters goodwill within the community. While it may require financial investment and could impact short-term profits, it generally aligns with social value and can lead to long-term benefits, such as customer loyalty and brand strength.

Choice D- Offering competitive prices may initially seem like a strategy focused solely on profitability. However, it can also enhance social value by making products more accessible to a broader audience. If done without compromising quality or ethical standards, this option usually does not create a conflict but can benefit both profitability and social value.

Reference:

LO-1.4; Page 137; Comprehensive stakeholder consultations and engagement

NEW QUESTION # 28

Automation Avenue, a manufacturing company, is struggling with production defects and high waste levels, affecting both quality and costs. To tackle these issues, they aim to adopt a systematic approach to enhance processes and reduce variability. Which methodology would be most effective in addressing defects and improving process quality?

- A. ISO 14001
- B. Six Sigma
- C. Both Six Sigma and ISO 14001
- D. WEEE Certificate

Answer: B

Explanation:

Choice A- Six Sigma is specifically designed to improve process quality, reduce defects and enhance efficiency. Thus this is the answer.

Incorrect answer:

Choice B- While ISO 14001 focuses on environmental management and sustainability, it does not directly address process improvement or defect reduction in the same way that Six Sigma does.

Choice C- Integrating both methodologies could provide comprehensive benefits, as Six Sigma can directly address process

improvement and defect reduction, while ISO 14001 can enhance environmental performance and compliance. However, if the primary goal is to tackle defects and improve quality, Six Sigma would be the more immediate choice. Using both together can be beneficial for a holistic approach to quality and sustainability.

Choice D- WEEE (Waste Electrical and Electronic Equipment) certification pertains to the recycling and management of electronic waste. It focuses on environmental compliance regarding e-waste and does not address process quality or defect reduction directly. While important for environmental responsibilities, it is not relevant to the company's current challenges related to production defects.

Reference:

LO-1.1; Page 14-15; The role of environmental considerations in securing ethical and sustainable procurement and supply arrangements

NEW QUESTION # 29

What forms of organisation form the Ethical Trading Initiative (ETI)? Select THREE

- A. Governments
- B. Private businesses
- C. NGOs
- D. Public sector businesses
- E. Trade Unions

Answer: B,C,E

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The Ethical Trading Initiative (ETI) is a leading alliance focused on improving working conditions in global supply chains. The L5M5 study guide (p.260) explains that ETI membership comprises:

Private businesses (such as retailers and brands),

Non-Governmental Organisations (NGOs), and

Trade Unions.

This tripartite approach enables collaboration between commercial, labour, and social interests to improve standards. Governments are not direct members, although their legislation can influence ethical trading. Public sector bodies may adopt ETI principles but are not core members. ETI's Base Code, founded on ILO conventions, outlines key principles including no forced labour, freedom of association, and fair working conditions.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.260

NEW QUESTION # 30

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