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**L5M5**

## Question no 2

**Santino is a procurement manager at ABC Ltd. He manages a contract with a supplier. The relationship is characterised by both companies seeking advantages at the expense of the other. What type of relationships does Santino have with his supplier?**

**Option A : partnership**

**Option B : transa**

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## CIPS L5M5 Exam Syllabus Topics:

Topic	Details

Topic 1	<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 SA8000. 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 2	<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 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>

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### CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q29-Q34):

#### NEW QUESTION # 29

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. Develop a standardized order policy to manage urgent requests, including appropriate cost allocation
- B. Assess supply chain capability
- C. Identify strategically important customers and leverage goodwill for commercial renegotiations
- 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.

negotiation, customer sales, effective communications and warehouse to transport system automation. This includes the following:

Defining standard customer service levels and variations in commitments

Procurement & Supply

Identifying strategically important customers and leverage of goodwill to broader commercial renegotiations

Managing customer expectations and established trading terms

Supply chain capability and performance penalties

Identifying the cost of excessive usage of urgent orders

Providing a financial incentive for customers to improve order efficiency

Establishing minimum order quantities based on profit margin not order value

Developing a standard order policy to handle urgent, sub-optimal or unplanned

orders including the application of surcharge

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

### NEW QUESTION # 30

While low-cost country sourcing can provide substantial cost savings for buyers, it also comes with significant risks. Which of the following should be avoided as a potential target for low-cost country sourcing?

- A. A country with stable tax and tariff structures
- B. A country consisting of workers with detailed knowledge of the product
- C. A country that is remote geographically but with good transportation routes
- D. A country where companies use Just in Time (JIT) method of SCM

Answer: D

Explanation:

Choice B-It is important to calculate the potential cost of a supplier failing to meet the level of service timeline. If a company uses JIT methods of supply chain management, then LCCS is not a suitable option especially for critical components because delivery delays can be costly and disruptive. Without backup inventory, customers may have to wait for the company to receive supplies and manufacture the product. Thus is the correct answer.

Incorrect answer:

Choice A- A country with good transportation routes is critical to analyse as shipping will be fairly economical. Therefore is a potential target for LCCS.

Choice C- Level of education and skills of workers in chosen low cost country will help in producing vital key components as they will specialize in them. Thus this country should be a potential target of LCCS.

Choice D- Tariffs and taxes can significantly impact the cost-effectiveness of sourcing from low-cost countries. Understanding the export taxation in the source country and import tariffs in one's own country is crucial. This being stable can help in calculating and making a decision of selecting a country for low cost sourcing.

Reference:

LO-1.2; Page 76; Low-cost country sourcing

### NEW QUESTION # 31

Marge is reading a government-issued statement which helps a company decide which course of action to take but is not legally binding. What type of document is Marge reading?

- A. Statute
- B. Directive
- C. Regulation
- D. Guideline

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The L5M5 study guide (p.185) explains the distinction between regulatory documents. Guidelines are advisory documents providing best practice but are not legally binding. Regulations and statutes (A and C) are legally binding, and directives (B) are binding once incorporated into national legislation. Procurement professionals must be able to differentiate between binding legislation and advisory guidelines to ensure compliance. While guidelines help shape ethical practices, failure to follow them usually does not carry legal penalties.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.185

### NEW QUESTION # 32

A global aerospace manufacturer collaborates closely with a supplier to develop a highly specialized component requiring advanced technical expertise and customization. The supplier invests significant resources in co-designing and producing the component to meet the manufacturer's specific requirements. This partnership is built on strong relationships and mutual commitment.

Which type of relationship on the CIPS relationship spectrum best describes this scenario?

- A. Bespoke
- B. Transactional
- C. Partnership
- D. Moderate

**Answer: A**

Explanation:

Option D- Bespoke relationships are characterized by a tailored approach, close collaboration, shared risk, and trust to deliver unique and specific solutions. The scenario describes significant customization and co-development, which are hallmarks of a bespoke relationship.

Incorrect answer:

Option A- Transactional relationships are arms-length, low-commitment relationships where the focus is on individual purchases, cost, and efficiency rather than collaboration. The scenario involves high collaboration, customization, and long-term commitment, which are not characteristics of a transactional relationship.

Option B- Moderate relationships sit in the middle of the spectrum, involving more interaction and coordination than transactional relationships but less collaboration than strategic or bespoke relationships. The scenario exceeds moderate collaboration and requires significant resources, expertise, and trust, which align with bespoke relationships.

Option C- Partnership describes a collaborative working relationship but lacks specificity. It does not explicitly account for the high customization and tailored solutions detailed in this scenario. While "partnership" implies collaboration, the CIPS relationship spectrum uses "bespoke" to specifically describe high customization and co-design relationships.

Reference:

LO-2.1; Page 152-153; Mapping supply chains to achieve supply chain transparency

### NEW QUESTION # 33

A Letter of Intent (LOI), also known as a Memorandum of Understanding (MOU), constitutes legally binding contractual terms in a commercial contract.

Is this statement true?

- A. Yes. Because a letter of intent is used for every contract as a contractual term
- B. No. Because a letter of intent is used for contract management part only
- C. No, because a letter of intent is document used during negotiation but not a term of contract always
- D. Yes. Because a letter of intent is a legally binding contractual term and a condition of contract

**Answer: C**

Explanation:

Choice C- A letter of intent (LOI) or memorandum of understanding (MOU) is typically used during the negotiation phase of a commercial contract. It is not always legally binding unless explicitly stated in the document or depending on jurisdiction and the intention of the parties. The LOI is primarily used to outline preliminary agreements, confirm mutual interest, and define the framework for future negotiations, but it does not necessarily become a contractual term.

Incorrect answer:

Choice A- A letter of intent is not limited to contract management; it plays a role in negotiations.

Choice B- A letter of intent is not inherently a legally binding term of a contract unless specified.

Choice D- A letter of intent is not required for every contract and does not automatically become a contractual term.

Reference:

LO-2.2; Page 188; Monitoring Contract Performance

### NEW QUESTION # 34

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