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CIPS L5M5 Questions - Latest Preparation Material [2025]

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CIPS L5M5 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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	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.

CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q80-Q85):

NEW QUESTION # 80

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

Answer: D

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 # 81

As a procurement manager, you are evaluating the ethical sourcing practices of a company dedicated to improving labor standards across its supply chain. Your task is to match each labor code or standard with the most appropriate supplier relationship model that aligns with its principles.

Company 1: A multinational food corporation collaborates closely with a cocoa supplier in West Africa to establish a transparent supply chain. The company actively supports farmers in adopting sustainable agricultural practices, ensures fair wages, and is deeply

committed to eradicating child labor. Their partnership is based on long-term engagement, working together to implement economic empowerment initiatives that benefit both the suppliers and the broader community.

Company 2: A global corporation sources raw materials from multiple international suppliers, ensuring compliance with ILO labor standards through audit reports and annual inspections. The company takes a compliance-driven approach, holding suppliers contractually accountable for adhering to regulations on fair wages, working conditions, and labor rights.

Company 3: A leading apparel brand outsources garment production to factories across several countries. The company has established a voluntary sustainability framework, encouraging suppliers to comply with environmental, human rights, labor, and anti-corruption standards. While participation is not legally binding, suppliers are expected to demonstrate a commitment to ethical and responsible business practices.

Company 4: A cost-driven enterprise prioritizes low-cost procurement, selecting suppliers based on price competitiveness. The company imposes strict penalties on suppliers that fail to meet contractual obligations regarding working hours, wages, and labor conditions, but does not engage with them beyond performance monitoring and enforcement. There is no collaborative effort to improve ethical sourcing or labor standards.

Now, match each company's approach with the most suitable supplier relationship spectrum, identifying how each aligns with global labor codes and ethical sourcing frameworks.

Company Name	Labor code and standards	Supplier Relationship Spectrum
Company 1	ETI (Ethical Trading Initiative)	Transactional
Company 2	ILO MNE Declaration	Adversarial
Company 3	UN Global Compact	Collaborative
Company 4	SA8000	Outsourced

- A. ILO MNE Declaration: Transactional
- B. ETI (Ethical Trading Initiative): Collaborative

Answer: A,B

Explanation:

Company Name	Labor code and standards	Supplier Relationship Spectrum
Company 1	ETI (Ethical Trading Initiative)	Collaborative
Company 2	ILO MNE Declaration	Transactional
Company 3	UN Global Compact	Outsourced
Company 4	SA8000	Adversarial

Company 1: Labor Code/Standard: ETI (Ethical Trading Initiative): ETI focuses on improving worker conditions, eradicating child labor, and promoting fair wages through collaboration between companies and suppliers. Supplier Relationship Spectrum:

Collaborative: The company works closely with suppliers to implement sustainable farming practices and find long-term solutions for economic empowerment, which defines a collaborative relationship. Company 2: Labor Code/Standard: ILO MNE Declaration:

The ILO MNE Declaration sets global labor standards and ensures compliance through audits and inspections, aligning with the practices described. Supplier Relationship Spectrum: Transactional: The company's relationship focuses on holding suppliers accountable through contracts and inspections, indicating a transactional relationship with minimal collaboration. Company 3: Labor

Code/Standard: UN Global Compact: The description refers to a framework covering environmental, labor, human rights, and anti-corruption standards, which aligns with the voluntary principles of the UN Global Compact. Supplier Relationship Spectrum:

Outsourced: The company outsources production to suppliers while ensuring compliance with standards, characteristic of an outsourced relationship. Company 4: Labor Code/Standard:SA8000: SA8000 focuses on workplace standards like wages and working hours, which the company enforces through penalties and monitoring. Supplier Relationship Spectrum: Adversarial: The

relationship prioritizes cost and relies on strict enforcement rather than engagement or collaboration, making it adversarial. Reference:

Chapter 2 & 3

NEW QUESTION # 82

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

Answer: A

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 # 83

Sandra, CEO of a manufacturing firm, is introducing an ESG Policy. Employees may resist this. What is the most likely reason?

- A. Negative publicity
- B. This may signify changes in the way the business operates
- C. Lower stakeholder returns
- D. ESG policies could signify reduced profits for the company

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

Employee resistance to ESG policies typically arises because they may require changes to existing practices and operations. The L5M5 study guide (p.6) notes that employees often resist change, particularly if it disrupts established ways of working. While reduced profits (A) or stakeholder returns (C) may concern senior executives, they are less relevant to employee resistance. ESG policies usually enhance reputation, not create negative publicity (D). Procurement professionals must manage change carefully by engaging employees and suppliers, ensuring they understand the long-term benefits of ESG practices.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.6

NEW QUESTION # 84

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

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

Answer: D

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, STEEPLD 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.

NEW QUESTION # 85

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