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CIPS L5M5 Exam Syllabus Topics:

Topic	Details

Topic 1	<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.
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 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 (Q15-Q20):

NEW QUESTION # 15

Under the Equalities Act 2010, which of the following is not a protected characteristic?

- A. Weight
- B. Disability
- C. Age
- D. Pregnancy

Answer: A

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

The Equalities Act 2010 provides legal protection against discrimination in the UK. The L5M5 study guide (p.35) lists the protected characteristics, which include disability, pregnancy and maternity, age, race, sex, sexual orientation, gender reassignment, marriage/civil partnership, and religion/belief. Weight is not included as a protected characteristic. For procurement, understanding equality legislation is vital to ensuring suppliers uphold fair treatment of employees and do not discriminate unlawfully. Organisations

must embed these protections into contracts and supplier codes of conduct.
Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.35

NEW QUESTION # 16

NIMBUS TeK, a leading call center employing cost-effective English-speaking workers in countries like India, Pakistan, and the Philippines, has gained a competitive advantage through global sourcing. Which of the following are effective global sourcing practices that the call center has implemented? Select any TWO.

- A. Detailed research of the market and potential suppliers
- B. Service Level Agreement
- C. Managing relationship with supplier before selection
- D. Key Performance Indicator

Answer: A,B

Explanation:

Governance	Having the appropriate systems, rules and processes in place.
Research	Undertaking detailed research of the market and potential suppliers.
Process	Involving all stakeholders to get them to support the sourcing decision.
Clear specification	Providing detailed essential characteristics associated with an item or product to be purchased, including weight, size, dimensions, quality, any safety requirements and, if available, supporting samples.
Service level agreement (SLA)	Giving suppliers a clear understanding of the business' expectations, how their performance will be assessed and that regular reviews will be undertaken, either on site or remotely.
External factors	Using STEEPLED analysis to remain aware of these factors.
Selection	Trialling suppliers and using suppliers that have an existing customer base in the business' country.
Supplier relationship management (SRM)	Managing the relationship with the supplier once it has been selected.

Table 1.15 Good practices in global sourcing

Choice B- Option B is the correct answer as it is a part of RESEARCH under good practices. Choice D- Giving suppliers a clear understanding of the business expectations is a good practice in global sourcing. Therefore is also an answer. Incorrect answer: Choice A- Supplier relationship management is essential but once the supplier has been selected. Choice C- Key Performance Indicator is not a part of good practices in global sourcing. Reference: LO-1.2; Page 70; Competitive advantage through global sourcing

NEW QUESTION # 17

Several UK-based companies operate in diverse production industries, each facing unique market structures and supplier dynamics when sourcing raw materials and negotiating contracts. The power balance between buyers and suppliers varies based on market conditions, supplier availability, and industry-specific factors.

Case A: GreenPasture Feeds Ltd

GreenPasture Feeds Ltd is one of many manufacturers producing cattle feed, with soybean meal as a key ingredient. However, the

supply of soybean meal is controlled by a small number of vendors, giving them significant bargaining power. As a result, GreenPasture Feeds Ltd faces higher procurement costs due to supplier dominance in the market.

Case B: MedTech Biologics Ltd

MedTech Biologics Ltd develops a specialized vaccine that relies on a crucial active ingredient supplied by a single biotechnology firm in Germany. This exclusive dependency creates a strategic interdependence between MedTech Biologics Ltd and its sole supplier, requiring close collaboration to maintain an uninterrupted supply chain.

Case C: PlayMax Toy Manufacturing

PlayMax Toy Manufacturing produces plastic toys using a specialized food-grade plastic sourced from a few manufacturers. However, the plastic resin needed for production is widely available from numerous global suppliers. This abundance of supply options strengthens PlayMax's bargaining position, allowing the company to negotiate favorable procurement terms.

Case D: BrewMaster Coffee Company

BrewMaster Coffee Company specializes in premium instant coffee production. Since high-quality Arabica coffee beans are grown and supplied by producers across various regions worldwide, the company benefits from an extensive supplier base. This widespread availability gives BrewMaster a competitive edge in securing cost-effective and high-quality raw materials.

Using the provided options, complete the table by identifying the market structure for each case and determining the buyer-supplier power dynamic based on their level of dominance.

Case	Market Structure	Position of Buyer/Supplier as per power/dominance model
A	Oligopoly (Few suppliers of soybean meal)	Buyer is dominant over supplier
B	Monopoly (Single supplier of the key ingredient)	Supplier is dominant over buyer
C	Oligopsony (Few buyers of unique food-grade plastic)	Buyer and supplier are independent
D	Perfect Competition (Many global suppliers of Arabica coffee beans)	Buyer and supplier are interdependent

- A. Monopoly (Single supplier of the key ingredient): Buyer and supplier are interdependent
- B. Oligopoly (Few suppliers of soybean meal): Supplier is dominant over buyer

Answer: A,B

Explanation:

Case	Market Structure	Position of Buyer/Supplier as per power/dominance model
A	Oligopoly (Few suppliers of soybean meal)	Supplier is dominant over buyer
B	Monopoly (Single supplier of the key ingredient)	Buyer and supplier are interdependent
C	Oligopsony (Few buyers of unique food-grade plastic)	Buyer is dominant over supplier
D	Perfect Competition (Many global suppliers of Arabica coffee beans)	Buyer and supplier are independent

In the competitive world of production and supply chain management, companies must navigate diverse market structures and power dynamics when sourcing raw materials. The availability of suppliers, the number of buyers, and the overall industry landscape influence the negotiation power between buyers and suppliers. Below, we analyze four UK-based companies, exploring their market structures and the inherent power dynamics that shape their procurement strategies.

Case A: GreenPasture Feeds Ltd - Supplier Dominance in an Oligopoly
 GreenPasture Feeds Ltd operates in the cattle feed manufacturing industry, where soybean meal is a critical raw material. Despite the presence of multiple cattle feed producers, the supply of soybean meal is controlled by a limited number of suppliers, creating an oligopoly on the supplier side. **Market Structure:** Oligopoly (Few suppliers controlling the market) **Power Dynamic:** Supplier is Dominant Over Buyer Due to the scarcity of suppliers and the high demand for soybean meal, GreenPasture Feeds Ltd has little leverage in price negotiations. Suppliers dictate procurement terms, leading to higher costs for buyers like GreenPasture Feeds Ltd. The limited choice in suppliers forces the company to comply with set conditions, highlighting the imbalance of power in favor of suppliers.

Case B: MedTech Biologics Ltd - Mutual Dependence in a Monopoly
 MedTech Biologics Ltd specializes in manufacturing a rare vaccine, relying on a single biotechnology firm in Germany for a crucial active ingredient. Since this supplier is the sole producer of the required material, it operates as a monopoly on the supplier side. **Market Structure:** Monopoly (A single supplier dominates the market) **Power Dynamic:** Buyer and Supplier are Interdependent While the supplier holds significant power by being the only source of the ingredient, MedTech Biologics Ltd is also the exclusive manufacturer of this particular vaccine. This mutual exclusivity fosters interdependence, requiring both parties to collaborate strategically to ensure consistent supply and stable production. The relationship must be carefully managed to maintain operational continuity and mitigate

supply chain risks. Case C: PlayMax Toy Manufacturing - Buyer's Advantage in an Oligopsony PlayMax Toy Manufacturing produces children's toys using a specialized food-grade plastic, available from only a few manufacturers. However, there are even fewer buyers for this specialized plastic, giving companies like PlayMax a strong bargaining position. This scenario creates an oligopsony, where a small number of buyers influence supplier behavior. Market Structure: Oligopsony (Few buyers exert influence over suppliers) Power Dynamic: Buyer is Dominant Over Supplier Since there are multiple suppliers but limited buyers for this specific type of plastic, PlayMax can dictate favorable procurement terms, negotiate better prices, and even switch suppliers if needed. The suppliers, reliant on a small customer base, have limited pricing power, placing them at a disadvantage in negotiations. This gives PlayMax a strong upper hand in procurement decisions. Case D: BrewMaster Coffee Company - Balanced Competition in a Perfect Market BrewMaster Coffee Company produces premium instant coffee, sourcing high-quality Arabica coffee beans from multiple global suppliers. With numerous buyers and suppliers operating in this market, no single entity can dominate pricing or supply, making it an example of perfect competition. Market Structure: Perfect Competition (Many buyers and sellers, no market control) Power Dynamic: Buyer and Supplier are Independent Due to the abundance of coffee producers, BrewMaster Coffee Company has flexibility in choosing suppliers based on quality, price, and ethical sourcing. Similarly, coffee bean producers are not reliant on a single buyer, as they can sell their beans to multiple companies. This results in a balanced and competitive relationship, where neither side holds significant power over the other.

NEW QUESTION # 18

A procurement officer at a global retail company is responsible for sourcing raw materials for a new product line. With the company committed to ethical sourcing practices, including Fair Trade, the officer aims to clearly communicate Fair Trade requirements to potential suppliers. Where should these requirements be included to ensure compliance?

- A. In internal emails to the procurement team
- B. During supplier performance review meetings after contracts are signed
- **C. In the specifications section of the tender document**
- D. In the company's annual sustainability report

Answer: C

Explanation:

Choice B- Fair Trade requirements must be included in the specifications section of the tender documents so that potential suppliers are aware of and can comply with these requirements before submitting bids or entering into agreements.

Other options, like internal communications or sustainability reports, do not effectively communicate requirements to suppliers in a legally enforceable way.

Reference:

LO-3.3; Page 311-312; Fairtrade standards that affect the workplace and producers and their implications for procurement and supply

NEW QUESTION # 19

A point in a supply chain where problems may arise and affect business costs is referred to as what?

- A. Liability point
- **B. Touch point**
- C. Cost point
- D. Price point

Answer: B

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

A touch point is defined in the L5M5 study guide (old p.85, new p.112) as a stage in the supply chain where risks or problems may occur, impacting costs or performance. Examples include transport (risk of damage or loss) and quality control (risk of defective goods). Identifying touch points enables procurement professionals to implement risk mitigation strategies, such as insurance, supplier audits, or contingency planning, thereby strengthening supply chain resilience.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.112

NEW QUESTION # 20

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