New L6M1 Test Questions, L6M1 Reliable Test Question

Latest Version: 6.0

Question: 1

Evaluate the following approaches to leadership: autocratic and affiliative (25 points)
How confident do you feel answering this question?

A. confident
B. not confident

Answer: A

Explanation:
Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.
Essay Plan
Intro – leadership – 2 types
P1 – autocratic – pros and cons
P2 – affiliative – pros and cons
Conclusion – depends on the situation, mixture of both is best for procurement.
Example Essay
Leadership is a critical aspect of effective procurement management, as it influences how procurement professionals make decisions, manage supplier relationships, and contribute to an organisation's overall success. Two distinct leadership approaches commonly used are autocratic and affiliative leadership. In this essay, we will evaluate these approaches in the context of procurement, exploring their advantages, disadvantages, and their suitability for different procurement scenarios.
Autocratic Leadership
Autocratic leadership is characterized by centralized decision-making, where a single leader or a small group of leaders hold significant authority and make decisions without consulting others. This approach may have both advantages and disadvantages.
Advantages:
- Efficiency: Autocratic leaders can make quick decisions, which can be advantageous in situations where time is of the essence, such as negotiating with suppliers during a crisis or making urgent procurement decisions. An example of this is sourcing PPE during the Covid pandemic.
- Clear Accountability: With a single decision-maker, accountability is straightforward, which can be beneficial when there's a need to pinpoint responsibility for procurement outcomes.
Disadvantages:
- Limited Input: Autocratic leadership can stifle creativity and innovation within the procurement team as there is little discussion before decisions are made. Procurement professionals within the team may feel undervalued or disengaged if their input is not considered.
- Risk of Poor Decision-Making: Autocratic leaders may make decisions without fully understanding the nuances of procurement processes or understanding complex supplier relationships, potentially leading to suboptimal choices or missed opportunities for cost savings.
Affiliative Leadership:

Visithttps://www.certsgrade.com/pdf/l6m1/

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CIPS L6M1 Exam Syllabus Topics:

Topic	Details
Topic 1	• Compare leadership techniques: This section measures the skills of Stakeholder Engagement Managers and evaluates how to create a communication plan to influence personnel in the supply chain. It covers stakeholder analysis, how to obtain buy-in to supply chain strategies, and the use of the Internet for publishing information. A key skill measured is obtaining stakeholder buy-in effectively.
Topic 2	• Contrast the sources of power: This section targets Diversity and Inclusion Officers and analyzes how equality and diversity issues relating to the supply chain can be used to improve strategic effectiveness.
Topic 3	• Understand and apply methods to overcome leadership challenges: This section focuses on Conflict Resolution Specialists and contrasts the sources of power and how they can be used to overcome common challenges faced by procurement and supply chain leaders. It includes perspectives on individual power and organizational power.
Topic 4	• Evaluate influencing styles for effective supply chain leadership: This section targets HR Managers and compares leadership techniques that can be used to influence personnel involved in a supply chain. It includes assessing the readiness of followers, leaders' attitudes to people, management by objectives, and emotional intelligence. A critical skill assessed is assessing the readiness of HR for a particular task.
Topic 5	• Understand and apply communication planning techniques: This section measures the skills of Communications Managers and focuses on evaluating influencing styles that can be used in the effective leadership of a supply chain. It covers implementing a vision of improved procurement, models for managing in different directions, and influencing styles for cross-functional leadership. A key skill measured is implementing a vision of improved communication.
Topic 6	• Understand and apply ethical practices and standards: This section measures the skills of Regulatory Compliance Managers and assesses regulations that impact the ethical employment of people.

CIPS Strategic Ethical Leadership Sample Questions (Q13-Q18):

NEW QUESTION # 13
SIMULATION
Explain how Modern Slavery is a risk to a supply chain and possible ways a Supply Chain Manager can mitigate this risk (25 points)

Answer:

Explanation:
See the Answer is the explanation
Explanation:
Overall explanation
Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.
Essay Plan
Introduction - modern slavery is an issue due to complex international supply chains P1 - risk - subcontracting or outsourcing P2 - risk - lack of visibility P3 - risk - other countries not having strong laws against it P4 - mitigate - supplier due diligence P5 - mitigate - traceability e.g. blockchain P6 - mitigate - training P7 - mitigate - collaboration and reporting P8 - example - DJ Houghton Conclusion - modern slavery is risk legally and ethically and also to business reputation Example Essay Modern slavery, a grave violation of human rights, poses a significant risk to supply chains across the globe. As organizations increasingly rely on complex and globalized supply networks, the risk of unwittingly engaging with suppliers that exploit forced labour and human trafficking becomes ever more concerning. This essay explores the risks associated with modern slavery in the supply chain and suggests possible mitigation strategies for supply chain managers. To illustrate the real-world implications of these risks, I will reference the legal case of Antuzis & Ors v DJ Houghton Ltd.
Modern slavery, which includes practices like forced labour and human trafficking, can infiltrate supply chains in various ways. One

significant entry point is through subcontracting and outsourcing. As supply chains become increasingly complex, organizations often rely on subcontractors and suppliers further down the chain. Unfortunately, these lower-tier suppliers may engage in exploitative labour practices to cut costs, which can go unnoticed by the primary organization.

Moreover, the lack of transparency within supply chains poses a considerable risk. Limited visibility into sub-tier suppliers and subcontractors makes it challenging to assess their labour practices. This lack of transparency creates opportunities for modern slavery to thrive undetected, posing a significant risk to organizations and their stakeholders.

Additionally, globalization plays a role in the risk equation. Sourcing materials and products internationally increases the risk of encountering suppliers operating in regions with weaker labour protections and lax enforcement of anti-slavery laws. This is particularly true in countries with less stringent child working laws such as in South East Asia.

Supply chain managers play a crucial role in identifying and mitigating the risk of modern slavery in the supply chain. Several strategies can be employed to address this risk effectively:

Firstly, comprehensive supplier due diligence is paramount. This involves conducting thorough assessments of suppliers, including lower-tier suppliers, to evaluate their labour practices, compliance with anti-slavery laws, and adherence to ethical standards. It also entails implementing regular audits and inspections of suppliers to ensure compliance with labour laws and ethical standards. An organisation can employ a third party to conduct these audits, to ensure that the results are authentic.

Secondly, establishing transparency and traceability within the supply chain is essential. This can be achieved by meticulously mapping the supply chain, identifying potential risks, and ensuring visibility into lower-tier suppliers. Modern technology, such as blockchain and supply chain management software, can be instrumental in tracking and tracing the origins of products and materials.

Thirdly, organizations should develop and communicate a robust supplier code of conduct that explicitly prohibits modern slavery and outlines the consequences for non-compliance. Encouraging suppliers to adopt similar codes of conduct within their own operations can help create a network of ethical supply chain partners.

Moreover, regular risk assessments and impact analyses are critical. These assessments should consider geographical, industry-specific, and supplier-specific factors and help organizations understand the potential consequences of modern slavery-related risks on their reputation and bottom line.

Training and education are also essential components of mitigation strategies. Employees and suppliers should be educated on identifying and reporting instances of modern slavery, and awareness should be raised about the legal and ethical obligations surrounding this issue.

Lastly, collaboration and reporting are crucial. Organizations should collaborate with industry associations, NGOs, and government bodies to share best practices and improve industry-wide efforts against modern slavery. Transparent reporting on efforts to mitigate modern slavery risks demonstrates a commitment to addressing the issue and fosters trust with stakeholders.

The case of Antuzis & Ors v DJ Houghton Ltd serves as a stark reminder of the potential legal consequences of failing to address modern slavery in the supply chain. In this case, the court found that the company, DJ Houghton Ltd, had subjected workers to deplorable working conditions, effectively amounting to modern slavery. What sets this case apart is that the court held the directors personally liable for breaches of their duty of care to the workers. This case underscores the legal liabilities and reputational damage that organizations and their leadership can face if they neglect their responsibilities in the supply chain.

In Conclusion, modern slavery poses a significant risk to supply chains, jeopardizing ethical values, legal compliance, and corporate reputations. Supply chain managers have a crucial role in identifying and mitigating this risk by implementing due diligence, transparency measures, and ethical standards. By taking proactive steps to combat modern slavery, supply chain managers can protect their organizations and uphold their moral and legal obligations in an increasingly interconnected global economy. The case of Antuzis & Ors v DJ Houghton Ltd serves as a compelling reminder of the real-world consequences of failing to address this critical issue Tutor Notes

- The case study mentioned above is an excellent one to use in an essay about Modern Slavery. DJ Houghton Ltd was charged £1m in 2016 for trafficking migrant workers from Lithuania to various egg farms in the UK. They were subjected to inhumane conditions, income below minimum wage, they failed to provide adequate facilities to eat, wash and rest, and threatened workers with fighting dogs. The company's Gangmaster Licence was also revoked. Antuzis & Ors v DJ Houghton Ltd | Addleshaw Goddard LLP

- Your answer may also make reference to ethical standards and accreditations such as Fair Trade, using the CIPS Code of Conduct, Modern Slavery Act, having a strong CSR policy, appointing an ethical Ombudsman, ILO Conventions and the 2018 Decent Work Agenda, SA8000. Mentioning these extra bits would likely get you a distinction.

NEW QUESTION # 14
SIMULATION
Describe four reasons a person may resist change and four ways a leader can overcome resistance to change (25 points).

Answer:

Explanation:
See the Answer is the explanation
Explanation:
Overall explanation
Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the

question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro: what is change?

P1: fear

P2: poor communication and misunderstanding

P3: economic conditions change (e.g. impact on working conditions or pay) P4: perception (because they believe the change won't be beneficial) P5: leader can overcome resistance through: providing compelling rationale for the change P6: leader can overcome resistance through: Employee involvement (participative management style) P7: leader can overcome resistance through: providing training P8: leader can overcome resistance through: being honest and using timely communication Conclusion: change management is complex and requires overcoming many obstacles. Need to plan. Use tools such as Kotter's Change Management Principles, Lewin's Forcefield Analysis and RACI Example Essay Change, in the context of organizations, refers to a departure from the existing state or processes toward a new and often better state. Change can encompass various aspects, such as altering processes, introducing new technologies, or modifying company culture. However, individuals within the organization often resist change for a variety of reasons. This essay will explore four common reasons for resistance to change and four effective strategies leaders can employ to overcome this resistance.

Four Reasons for Resistance to Change:

Fear: People tend to resist change when they fear the unknown. Change often brings uncertainty about the future, job security, and one's ability to adapt. An example of this is an older employee resisting a change to using a new e-procurement system, because they are mistrustful of technology.

Poor Communication and Misunderstanding: Inadequate or unclear communication about the change can lead to misunderstandings and misinterpretations. Lack of information can result in resistance due to confusion or distrust. For example an employee may hear of a change accidently in the hallway and pass this on, without knowing the full story, they may make a decision to resist the change.

Economic Conditions Change: If people believe that the change will negatively impact them, for example increasing their workload, stress levels or financial take homes, they may resist change. An example of this is during a company restructure when people believe that merging of job roles will result in them having to do more work.

Perception: Individuals may resist change when they perceive it as unnecessary, or detrimental to their interests. This resistance often stems from a belief that the change won't be beneficial. For example a manager may wish to introduce a new way to categorise inventory, but warehouse staff believe that this change will make counting inventory take longer.

Four Ways a Leader Can Overcome Resistance to Change:

Providing Compelling Rationale for the Change: Leaders can overcome resistance by clearly and convincingly explaining the reasons behind the change. Demonstrating how the change aligns with the organization's goals and how it will benefit employees can help mitigate fear and uncertainty.

Employee Involvement (Participative Management Style): Inviting employees to participate in the change process can reduce resistance. When individuals feel they have a say in the change, they are more likely to embrace it. Leaders can solicit input, involve employees in decision-making, and create a sense of ownership in the change.

Providing Training: Resistance often stems from a lack of knowledge or skills required for the change. Leaders can provide training and resources to equip employees with the necessary tools to adapt successfully. This not only reduces resistance but also enhances employee confidence and competence. This would be particularly helpful for changes involving new systems and ways of working.

Being Honest and Using Timely Communication: Effective communication is critical in overcoming resistance. Leaders should be honest about the reasons for the change, acknowledge potential challenges, and provide regular updates. Timely and transparent communication builds trust and reduces uncertainty.

In conclusion, change management is a complex process that requires leaders to address and overcome various sources of resistance. Understanding the reasons behind resistance is essential for effective change leadership. As Atkinson (2005) notes: resistance to change should not be viewed negatively, it is a positive and healthy response. Employing strategies like providing a compelling rationale, involving employees, offering training, and maintaining open and honest communication can help leaders navigate the complexities of change successfully. Moreover, change management tools such as Kotter's Change Management Principles, Lewin's Forcefield Analysis, and RACI (Responsible, Accountable, Consulted, Informed) matrices can further aid leaders in planning and executing change initiatives efficiently and with the least possible resistance.

Tutor Notes

- With this type of question try to give as many examples as you can.

- Other things you could have mentioned in your essay include:

- Reasons to resist change: out of habit, because other people are resisting it (sheep mentality), loss of freedom, scepticism, impact the change may have on their personal life (e.g. effect on work life balance).

- Dealing with resistance to change; Top management sponsorship and HR involvement, Understanding of human behavour and why people may resist change, Corporate culture supports change, Adjustment to performance mechanisms, KPIs, Efficient organisational structure, Rewards (monetary and otherwise)

NEW QUESTION # 15
SIMULATION

Fred has recently been promoted from a Procurement Executive to Head of Procurement at Silly Name Company. Having worked in the procurement department of Silly Name Company for over 15 years, he has many ideas of how to improve the department, some of them radical. How can Fred assess the readiness of the department to change? How would this impact his decisions to introduce his desired changes? (25 points)

Answer:

Explanation:
See the Answer is the explanation
Explanation:
Assessing Readiness for Change and Decision-Making: Fred's Approach as Head of Procurement Fred's recent promotion from Procurement Executive to Head of Procurement at Silly Name Company presents him with an opportunity to implement his ideas for departmental improvement. However, as someone who has worked in the same organization for 15 years, Fred must first assess the department's readiness for change before implementing radical reforms. Failure to do so could lead to resistance, disruption, and inefficiency. This essay explores how Fred can evaluate change readiness, and how this assessment will influence his decision-making.

Assessing the Readiness for Change
To successfully introduce changes in procurement, Fred must evaluate key factors that determine whether the department is ready to accept and implement new ideas.

1. Understanding the Organizational Culture
Fred should assess whether the company culture supports innovation and change or prefers stability and routine.
Indicators of Readiness: ✔ A culture that embraces innovation and continuous improvement.
✔ Employees who actively propose new ideas and improvements.
Potential Barriers: ✘ A culture resistant to change, where employees prefer "the way things have always been done."
✘ A history of failed change initiatives, causing skepticism.
Assessment Method:
✔ Surveys or feedback sessions to gauge employee attitudes toward change.
✔ Observing past change efforts-were they successful or met with resistance?

2. Evaluating Employee Buy-in and Mindset
Fred needs to assess whether employees are open to new ways of working or if they fear change due to job security concerns, workload increases, or lack of skills.
Indicators of Readiness: ✔ Employees express willingness to adopt new tools and processes.
✔ Staff members demonstrate adaptability to past procedural updates.
Potential Barriers: ✘ Employees fear that changes might make their jobs redundant.
✘ Resistance due to lack of understanding or training.
Assessment Method:
✔ Conduct one-on-one discussions or anonymous surveys on employee perceptions of change.
✔ Identify change champions who are enthusiastic about improvements.

3. Analyzing Current Processes and Pain Points
Before implementing radical changes, Fred must determine if current procurement processes are inefficient or if employees feel the need for change.
Indicators of Readiness: ✔ Procurement staff express frustration with outdated systems.
✔ Frequent delays, bottlenecks, or inefficiencies in procurement processes.
Potential Barriers: ✘ Employees feel the current processes work well enough and resist changing them.
✘ Lack of data to justify why new processes would be better than existing ones.
Assessment Method:
✔ Conduct a process audit to evaluate inefficiencies.
✔ Use KPIs (Key Performance Indicators) to measure procurement effectiveness.

4. Assessing Resource Availability
Even if the department is open to change, Fred must ensure there are sufficient resources (budget, technology, and expertise) to implement his ideas.
Indicators of Readiness: ✔ A budget exists to invest in new tools, training, or staff.
✔ The organization is willing to commit resources for change implementation.
Potential Barriers: ✘ Limited financial resources may delay or scale down initiatives.
✘ Employees lack the technical skills to adapt to new procurement methods.
Assessment Method:
✔ Check the procurement budget and forecast costs for proposed changes.
✔ Evaluate if the current team has the skills needed or requires training.

5. Leadership and Senior Management Support
Without support from senior management, Fred's efforts may not succeed. He must assess how committed leadership is to change.
Indicators of Readiness: ✔ Senior leaders prioritize procurement transformation.

✔ Executives provide clear sponsorship and communication about improvements.

Potential Barriers: ✘ Leaders have competing priorities and are not fully committed.

✘ Conflicting objectives between departments slow down decision-making.

Assessment Method:

✔ Schedule meetings with senior management to discuss alignment.

✔ Seek an executive sponsor to advocate for procurement reforms.

How Readiness Assessment Impacts Fred's Decision-Making

After evaluating the department's change readiness, Fred's approach to implementing changes will depend on the findings.

1. If Readiness is High:

Fred can proceed with bigger, transformative changes.

He can introduce automation tools, new supplier strategies, or restructuring initiatives.

A detailed change management plan should be developed, outlining: ✔ Timelines for implementation.

✔ Training programs to upskill employees.

✔ Performance metrics to track improvements.

2. If Readiness is Moderate:

Fred should implement gradual, phased changes rather than radical reforms.

He may need to educate employees on the benefits of change before pushing large initiatives.

Focus on quick wins that build momentum, such as: ✔ Small process optimizations.

✔ Minor policy adjustments.

✔ Pilot projects to test new ideas before full-scale rollout.

3. If Readiness is Low:

Fred must address employee concerns first before implementing major changes.

He should focus on communication and engagement to create a culture more open to change.

Strategies to increase readiness include: ✔ Organizing workshops and discussions to explain the need for change.

✔ Showcasing case studies of successful procurement transformations.

✔ Gaining senior leadership support to drive top-down change.

Conclusion

For Fred to successfully implement his procurement transformation ideas, he must first assess whether the department is ready for change. By evaluating organizational culture, employee mindset, process efficiency, resource availability, and senior management support, he can determine the right strategy-whether to proceed with radical changes, implement gradual improvements, or first increase change readiness. His decisions should be guided by employee engagement, clear communication, and alignment with business goals, ensuring that changes enhance procurement efficiency without causing unnecessary disruption.

NEW QUESTION # 16

SIMULATION

Assess the suitability of the Visionary leadership style in relation to the procurement function of an organisation (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Introduction

Leadership plays a crucial role in shaping the procurement function within an organization, influencing strategic decisions, supplier relationships, and overall operational efficiency. One of the most impactful leadership styles is Visionary Leadership, characterized by the ability to inspire, motivate, and guide an organization toward a long-term strategic vision. In the context of procurement, where efficiency, cost management, ethical sourcing, and supplier collaboration are critical, the suitability of a visionary leader can significantly impact the success of procurement strategies.

This essay assesses the suitability of the Visionary Leadership Style in procurement by exploring its characteristics, advantages, challenges, and its impact on various aspects of procurement functions.

Understanding Visionary Leadership

A visionary leader is someone who has a clear and compelling vision of the future and possesses the ability to motivate teams and stakeholders to work towards achieving that vision. This leadership style is associated with strategic foresight, innovation, adaptability, and strong communication skills. Visionary leaders focus on long-term goals rather than short-term fixes and inspire procurement teams to align their objectives with the broader mission of the organization.

Key Characteristics of Visionary Leadership

Strategic Foresight - The ability to anticipate future trends, risks, and opportunities in procurement and supply chain management.

Inspirational Communication - The ability to effectively convey a vision, ensuring team members and stakeholders are aligned with procurement strategies.

Adaptability and Innovation - Encouraging new technologies, digital procurement solutions, and sustainable sourcing practices.

People-Centric Approach - Focusing on team empowerment, supplier collaboration, and ethical procurement practices.

Long-Term Focus - Prioritizing sustainability, strategic supplier partnerships, and risk mitigation over short-term cost-cutting measures.

The Suitability of Visionary Leadership in Procurement

1. Enhancing Strategic Procurement Planning

Procurement is not just about purchasing goods and services; it is a strategic function that directly impacts an organization's cost efficiency, risk management, and competitive advantage. A visionary leader ensures that procurement aligns with the organization's long-term business goals, such as:

Sustainable sourcing to meet corporate social responsibility (CSR) objectives.

Digital transformation in procurement (e.g., AI-driven supplier selection, blockchain for transparency).

Supplier diversification to mitigate geopolitical and supply chain risks.

By setting a clear strategic direction, a visionary leader ensures procurement teams focus on innovation, risk mitigation, and value creation rather than just cost-cutting.

2. Driving Supplier Relationship Management (SRM)

One of the most critical functions of procurement is managing supplier relationships effectively. Visionary leaders recognize that strong long-term partnerships with suppliers are more beneficial than short-term cost reductions. They emphasize:

Collaboration over transactional relationships - Developing mutually beneficial relationships with key suppliers.

Ethical and sustainable procurement - Ensuring suppliers adhere to fair labor practices, environmental sustainability, and legal compliance.

Innovation through supplier partnerships - Encouraging suppliers to introduce new technologies, automation, and process improvements.

A visionary leader in procurement fosters trust and cooperation with suppliers, ensuring that procurement decisions align with both business goals and ethical standards.

3. Encouraging Innovation and Technology Adoption in Procurement

The procurement function is evolving rapidly due to technological advancements. Visionary leaders drive the adoption of:

E-procurement systems to enhance efficiency and transparency.

Data analytics and AI for supplier evaluation and risk management.

Blockchain technology for improving supply chain traceability and contract enforcement.

Sustainability-focused procurement models, such as circular supply chains to reduce waste.

By embracing digital transformation, visionary leaders modernize procurement operations, making them more agile, cost-effective, and resilient.

4. Building an Agile and Motivated Procurement Team

A key responsibility of procurement leaders is to develop talent and foster a high-performance culture. Visionary leaders:

Empower procurement teams by promoting continuous learning and professional development.

Encourage innovation in procurement strategies.

Foster an inclusive and collaborative work culture, which increases motivation and efficiency.

For instance, a visionary procurement leader may encourage procurement professionals to develop negotiation skills, data analysis competencies, and sustainability knowledge, ensuring that the team is well-equipped for future challenges.

5. Managing Risks and Uncertainties in Procurement

Procurement leaders must deal with global supply chain disruptions, price fluctuations, and geopolitical risks. A visionary leader is proactive in identifying and mitigating risks by:

Developing a diversified supplier base to reduce dependency on a single source.

Implementing contingency planning and supply chain resilience strategies.

Using predictive analytics to anticipate market shifts and adjust procurement strategies accordingly.

For example, during the COVID-19 pandemic, visionary procurement leaders ensured supply chain continuity by quickly pivoting to alternative suppliers and leveraging digital procurement solutions.

Challenges of Visionary Leadership in Procurement

Despite its many advantages, visionary leadership also presents challenges in a procurement environment, including:

Slow Decision-Making in Urgent Situations

While visionary leaders focus on the long-term, procurement often requires quick decision-making during supply chain disruptions or urgent purchasing needs.

A balance between strategic foresight and operational efficiency is necessary.

Resistance to Change from Stakeholders

Employees and suppliers may resist new procurement technologies, sustainability policies, or process changes introduced by visionary leaders.

Effective change management and communication strategies are needed to overcome resistance.

High Implementation Costs

Digital transformation, supplier development programs, and sustainability initiatives require significant investment.

Organizations must evaluate the cost-benefit balance when adopting long-term procurement strategies.

Alignment with Organizational Priorities

Procurement is often seen as a cost-saving function, whereas visionary leadership focuses on long-term value creation.

Visionary leaders must align their strategies with C-suite expectations to gain executive support.

Conclusion

Visionary leadership is highly suitable for the procurement function of an organization, particularly in driving strategic planning, supplier collaboration, innovation, talent development, and risk management. By fostering a long-term, value-driven approach, visionary leaders transform procurement from a cost-centric function into a strategic asset.

However, visionary leadership must be balanced with operational agility, ensuring that procurement remains responsive to market conditions and business needs. While long-term strategic foresight is essential, procurement teams must also be equipped to handle immediate challenges efficiently.

Ultimately, the most effective procurement leaders integrate visionary thinking with pragmatic decision-making, ensuring that procurement delivers both short-term operational efficiency and long-term strategic value.

Final Answer Structure for Maximum Marks (25 Points)

Introduction (3 Points) - Importance of leadership in procurement, introduction to visionary leadership.

Key Characteristics of Visionary Leadership (4 Points) - Strategic foresight, innovation, adaptability, communication, and long-term focus.

Suitability in Procurement (12 Points) -

Enhancing strategic planning.

Strengthening supplier relationships.

Driving innovation and technology.

Developing a skilled procurement team.

Managing procurement risks.

Challenges of Visionary Leadership (4 Points) - Decision-making speed, stakeholder resistance, cost implications, organizational alignment.

Conclusion (2 Points) - Summary of benefits, need for a balanced approach.

NEW QUESTION # 17

SIMULATION

Discuss the role that independent organisations in the third sector can play with regards to ethical business practices. Your answer may make reference to one or more of the following: United Nations, Tradecraft UK, Walk Free Foundation, IMF, ILO. (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Overall explanation

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Introduction - what is the 3rd sector?

P1 - role of advocate - promoting ethical business practices

P2 - role of watchdog

P3 - role of researcher - example of UNICEF and Cocoa

P4 - role of influencing global policies e.g. ILO Decent Work Agenda

P5 - Decent Work Agenda - explanation

Conclusion - work of third sector is critical to support advances in ethical business practices Example Essay Independent organizations in the third sector, also known as non-governmental organizations (NGOs) and civil society groups, play a crucial role in promoting ethical business practices on a global scale. This essay explores the multifaceted role of independent organizations in advancing ethical business practices and will focus on the work of the United Nations and the International Labour Organization (ILO).

Independent organizations in the third sector serve as advocates for ethical business practices. They raise awareness about ethical issues, such as fair labour practices, environmental sustainability, and responsible supply chain management. By conducting research, publishing reports, and engaging in public discourse, these organizations bring attention to areas where ethical improvements are needed.

Moreover, independent organizations often act as watchdogs, monitoring the actions of businesses and governments to ensure adherence to ethical standards. They use tools like corporate social responsibility (CSR) evaluations and human rights impact assessments to hold organizations accountable for their practices. For instance, NGOs may investigate and expose cases of labour exploitation or environmental violations in global supply chains.

For example, the International Labour Organization (ILO), a specialized agency of the United Nations, initiated efforts to combat child labour and forced labour in the cocoa industry. Children, often working in hazardous conditions, were involved in harvesting

cocoa beans, which raised serious ethical and human rights concerns . The ILO along with UNICEF (United Nations Children's Fund) conducted studies, surveys, and assessments to gather data on child labour and forced labour. This resulted in the creation of the Harkin-Engel Protocol. Under the protocol, the chocolate and cocoa industry committed to taking specific actions to eliminate the worst forms of child labour and forced labour from cocoa production, encouraging businesses to adopt responsible sourcing practices, implement traceability measures, and invest in community development programs. While challenges persist, ILO/ UNICEF's efforts have contributed to significant improvements in labour conditions and a greater emphasis on ethical practices in the cocoa supply chain.

Furthermore, the United Nations, particularly the Economic and Social Council (ECOSOC), provides a platform for independent organizations to engage with governments and international institutions on ethical business practices. ECOSOC consults with NGOs, enabling them to contribute to discussions on sustainable development goals, human rights, and economic policies. This engagement ensures that ethical considerations are integrated into global policymaking.

Another example of how third sector organisations contribute to ethical business practices is the International Labour Organization (ILO) conventions, such as the 2018 Decent Work Agend a. This framework encompasses four main pillars

1) Employment: creating jobs and expanding opportunities for all. The goal is to promote full and productive employment, ensure equal pay for equal work, and reduce informal employment. It also emphasizes the importance of addressing unemployment, underemployment, and vulnerable employment, particularly in developing countries.

2) Social Protection: it highlights the need for comprehensive social protection systems. This includes access to essential health services, maternity protection, unemployment benefits, disability benefits, and pensions. Social protection helps individuals and families cope with various economic and social risks.

3) Social Dialogue: the active participation of workers, employers, and governments in decision-making processes related to labour policies and regulations. Social dialogue is essential for achieving fair and equitable labour practices, including collective bargaining and labour rights.

4) Rights at Work: the right to freedom of association, the right to collective bargaining, the elimination of forced labour and child labour, and the elimination of discrimination in the workplace. Ensuring these rights helps create a fair and just work environment.

The Decent Work Agenda represents a comprehensive and integrated approach to labour and employment issues, aiming to improve the well-being of workers and their families while fostering economic growth and development. It addresses the challenges and opportunities arising from changes in the world of work, such as globalization, technological advancements, and demographic shifts.

In conclusion, independent organizations in the third sector are instrumental in advancing ethical business practices globally. Their roles as advocates, monitors, collaborators, and educators are essential in holding businesses and governments accountable for their actions. Through engagement with institutions like the United Nations and initiatives like the ILO's Decent Work Agenda, these organizations contribute to the promotion of ethical practices in business, fostering a more just and sustainable global economy. Their efforts complement the broader goals of achieving social responsibility, human rights, and environmental sustainability in the business world.

Tutor Notes

- Out of those listed, you could get a lot of content out of the UN and ILO (remember the ILO is part of the UN). These would be my personal choice to pick and learn about because there are lots of examples you could talk about. I chose Cocoa and Child Labour. Other things you could have wrote about include:

- ILO Convention No. 29 (Forced Labour Convention, 1930): This convention requires member states to suppress the use of forced labour in all its forms, including slavery, debt bondage, and forced or compulsory labour.

- ILO Convention No. 105 (Abolition of Forced Labour Convention, 1957): This convention complements Convention No. 29 and aims to abolish forced labour through measures such as effective enforcement of laws and policies.

- Goal 8 of the United Nations Sustainable Development Goals (SDGs) specifically targets decent work and economic growth. Target 8.7 within this goal calls for the "immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour." The UN promotes the SDGs as a framework for addressing forced labour and related issues.

- The UN provides technical assistance to countries, helping them develop and implement legislation and policies to combat forced labour. This assistance includes capacity building, training, and sharing best practices.

- Tradecraft UK, Walk Free and IMF are also mentioned in the study guide. Here's some info you could have included if you wished to talk about them in your essay:

- Tradecraft = IMPORTANT - as of 2023 this organisation is in Administration. The study guide and exam questions were written before this happened, so may refer to it in the present tense. Your response should mention it in the past tense. Tradecraft was a UK-based Fair Trade Organisation that sold products that were traded fairly in the UK. Their mission was to fight poverty through promoting approaches to trade that will help people in developing countries change their lives. It developed programmes working with poor producers in Africa and Asia. E.g. helped small Indian tea producers negotiate higher prices and get representation on the Tea Board of India. Also helped African Framers negotiate for better PPE and provided training to them so they're more confident to negotiate contract terms such as not allowing late changes to quantities. Traidcraft goes into Administration - One World Shop

- Walk Free Foundation = Aim is to eliminate modern slavery- publishes the Global Slavery Index. They engage in research, advocacy, and awareness-raising activities. Walk Free Foundation Official Website

NEW QUESTION # 18

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