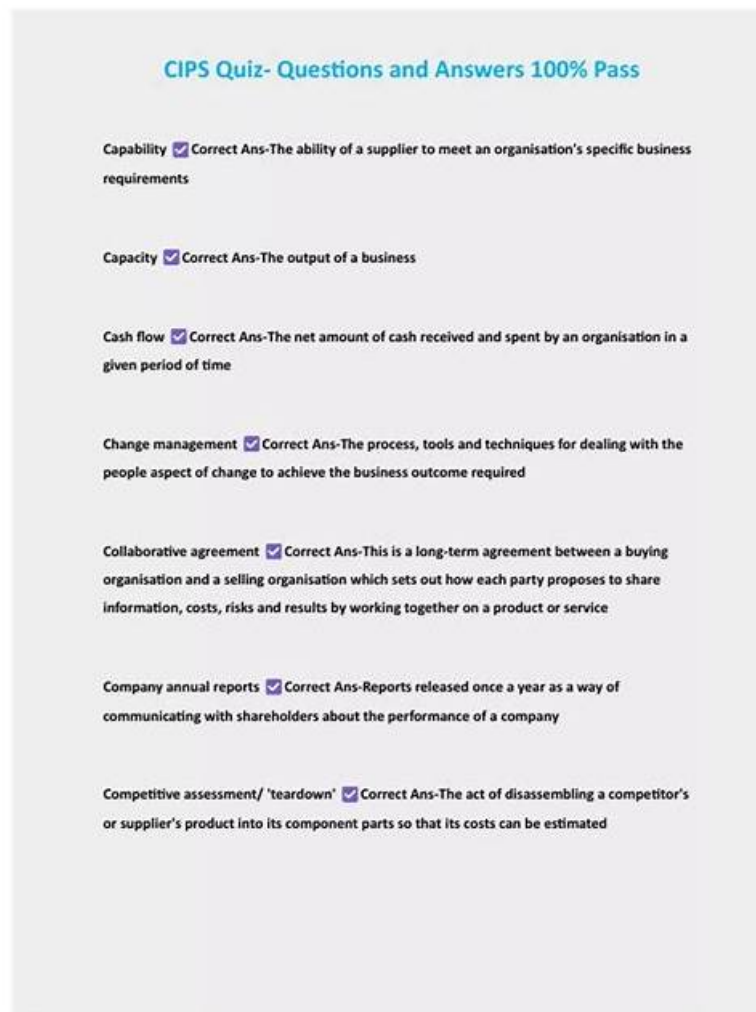


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## CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• Understand Measures Required to Achieve Competitive Advantage in Supply Chains: This section of the exam measures the skills of Strategic Sourcing Specialists and focuses on achieving and maintaining competitive advantage through strategic supply chain practices. It assesses knowledge of how organizations can leverage cost leadership or differentiation strategies to outperform competitors. Candidates are expected to understand pricing mechanisms such as fixed and variable pricing, open book costing, and risk</li><li>• reward arrangements that drive efficiency and transparency. The section also includes cost reduction techniques like supplier rationalization, value analysis, and negotiation strategies that enhance profitability. Finally, it examines collaborative approaches such as partnership sourcing, building supplier trust, and managing relationship life cycles to ensure long-term strategic advantages within the supply chain.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• Understand Improvement Methodologies that Can Be Used in Supply Chains: This section of the exam measures the skills of Procurement Managers and focuses on the tools and methodologies used to enhance supply chain performance and efficiency. It highlights the principles of total quality management (TQM), including quality assurance and inspection, and their role in ensuring product and process consistency. Candidates must understand how to use statistical methods such as KPIs, data analysis, and Six Sigma to drive continuous improvement. The section also explores lean thinking, agile processes, Just-in-Time (JIT) systems, and the 5S methodology as frameworks for optimizing operations. Furthermore, it covers the application of business process re-engineering (BPR) and benchmarking to evaluate and redesign supply processes for better performance and competitiveness.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>• Understand the Dynamics of Supply Chains: This section of the exam measures the skills of Supply Chain Analysts and covers the foundational understanding of how supply chains operate, interact, and add value to organizations. It examines the differences between supply chains, supply networks, and supply chain management while exploring the concept of supplier tiering and network sourcing. Candidates are expected to understand how effective supply chain management improves quality, reduces costs and lead times, and fosters innovation while mitigating risks. Additionally, this section emphasizes the connection between an organizational infrastructure, culture, and process management in achieving efficient supply chains. It also compares various improvement approaches, including collaborative and competitive models, outsourcing, offshoring, and global procurement.</li></ul>

## CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q89-Q94):

### NEW QUESTION # 89

Which of the following are considered the 'Golden Metrics' used to measure performance?  
Select THREE.

- A. Financial Stability
- B. Safety
- C. Ethics
- D. Total Cycle Time
- E. Delivery Performance

**Answer: B,D,E**

Explanation:

The five Golden Metrics of supply chain performance are safety, quality, delivery performance, total cost, and total cycle time. They represent universally accepted indicators of operational excellence.

Short cited extract: "Golden Metrics - safety, quality, delivery, total cost, total cycle time." (L5M7 Study Guide, p.123)

Reference: CIPS L5M7 Study Guide, p.123.

### NEW QUESTION # 90

Deborah discovers her company uses a multi-sourcing strategy. Which could be a reason for this?

- A. It provides flexibility to suppliers
- **B. It maintains competition between suppliers**
- C. It shows loyalty to the supplier
- D. It ensures prices are low

**Answer: B**

Explanation:

Multi-sourcing maintains competition and reduces dependency, promoting better pricing and performance from suppliers.

Short cited extract: "Multi-sourcing maintains competitive tension between suppliers." (L5M7 Study Guide, p. 70) Reference: CIPS L5M7 Study Guide, p. 70.

### NEW QUESTION # 91

According to the Kraljic Matrix, suppliers are classified based on which TWO factors?

- A. Level of co-operation
- **B. Cost impact**
- C. Position in the supply chain
- **D. Risk impact**

**Answer: B,D**

Explanation:

The Kraljic Matrix plots supply risk against profit (cost) impact to determine supplier strategy (leverage, bottleneck, routine, strategic).

Short cited extract: "Matrix axes - profit impact vs supply risk." (L5M7 Study Guide, p. 83) Reference: CIPS L5M7 Study Guide, p. 83.

### NEW QUESTION # 92

A company which uses Client Experience Strategy as part of its marketing tactic would provide which of the following? Select TWO.

- **A. Listen to customer feedback**
- B. Provide a website
- C. Lower prices
- **D. Personalise the user experience**

**Answer: A,D**

Explanation:

A Client Experience Strategy focuses on enhancing the end-to-end customer journey by understanding customer needs, personalising interactions, and incorporating feedback.

Short cited extract: "Customer experience strategy includes listening to feedback and personalising interactions." (L5M7 Study Guide, p. 183) Reference: CIPS L5M7 Study Guide, p. 183.

### NEW QUESTION # 93

Which of the following describes an Adhocracy organisational structure? Select TWO.

- **A. Can respond quickly to change**
- **B. Low levels of centralisation**
- C. Highly documented routine processes
- D. Highly formalised structure
- E. Has a vertical structure where managers maintain control

**Answer: A,B**

Explanation:

An adhocracy is flexible, decentralised, and able to respond rapidly to change, though it may lack formal control systems.

Short cited term: "low formalisation, high adaptability" (L5M7 Study Guide, p. 64).

Reference:CIPS L5M7 Study Guide, p. 64.

### NEW QUESTION # 94

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