

2026 CIPS Useful L5M7: Achieving Competitive Advantage Through the Supply Chain (L5M7) Valid Exam Materials



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CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">• 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• 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.
Topic 2	<ul style="list-style-type: none">• 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.

Topic 3	<ul style="list-style-type: none"> • 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.
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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q72-Q77):

NEW QUESTION # 72

Within the supply chain, which of the following is not considered a 'flow'?

- A. Decision flow
- B. Materials flow
- C. Financial flow
- D. Information flow

Answer: A

Explanation:

Supply chains are characterised by three primary flows- materials, information, and finance. "Decision flow" is not a recognised category.

Short cited term: "three main flows: material, information, finance." (L5M7 Study Guide, p. 155) Reference: CIPS L5M7 Study Guide, p. 155.

NEW QUESTION # 73

The 5S Methodology is an organisational system to ensure workplace cleanliness and efficiency. Under which principle does it fall?

- A. Lean
- B. Total Quality Management
- C. Agile Working
- D. Quality Assurance

Answer: A

Explanation:

The 5S Methodology- Sort, Set in order, Shine, Standardise, Sustain- originates from Lean philosophy to promote efficiency and discipline in operations.

Short cited extract: "5S - a Lean technique for organisation and cleanliness in the workplace." (L5M7 Study Guide, p. 166) Reference: CIPS L5M7 Study Guide, p. 166.

NEW QUESTION # 74

Sandy has been asked to collect primary data on manufacturing defects and their effect on profits. She decides to send a questionnaire to staff. Is this correct?

- A. Yes - staff will know all the answers
- B. No - she should research online about defaults
- C. No - a questionnaire will not provide useful information
- **D. Yes - a questionnaire is a form of primary data**

Answer: D

Explanation:

Primary data is information collected first-hand, including surveys, interviews, and questionnaires. Sandy's approach aligns with primary data collection methods.

Short cited extract: "Primary data: original research such as questionnaires and interviews." (L5M7 Study Guide, p.141)

Reference: CIPS L5M7 Study Guide, p.141.

NEW QUESTION # 75

For items viewed as Strategic/Critical (high supply risk and high value), which sourcing strategy is best?

- A. Outsourcing
- **B. Partnership or alliance approach**
- C. Competitive bidding
- D. Arm's-length relationship with supplier

Answer: B

Explanation:

The Kraljic Matrix recommends partnership/alliances for strategic items to secure continuity, innovation, and joint value creation. Short cited term: "strategic items ... partnership" (L5M7 Study Guide, p.84).

Reference: CIPS L5M7 Study Guide, p.84.

NEW QUESTION # 76

Electro Bob is a wholesaler of electrical equipment. One of its customers, RoostyFace, spends very little and is unlikely ever to increase its spend. What type of customer is RoostyFace to Electro Bob (Supplier Preferencing Model)?

- A. Core
- B. Annoying
- C. Exploitative
- **D. Nuisance**

Answer: D

Explanation:

In supplier preferencing, nuisance customers have low value/attractiveness with limited growth potential.

Short cited terms: "nuisance," "low attractiveness/low value" (L5M7 Study Guide, p.86).

Reference: CIPS L5M7 Study Guide, p.86.

NEW QUESTION # 77

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