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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 (Q20-Q25):

NEW QUESTION # 20

When analysing a series of data, the number which occurs most frequently is known as what?

- A. Median
- B. Mean
- **C. Mode**
- D. Average

Answer: C

Explanation:

The Mode is the value that appears most often in a dataset, distinguishing it from the mean (average) and median (middle value).

Short cited term: "mode = most frequent value." (L5M7 Study Guide, p. 149) Reference: CIPS L5M7 Study Guide, p. 149.

NEW QUESTION # 21

Which of the following relationship styles is the least collaborative?

- A. Strategic alliance
- B. Outsourced
- C. Transactional
- **D. Arm's-length**

Answer: D

Explanation:

On the relationship spectrum, arm's-length is a low-collaboration style (only adversarial is lower), characterised by limited information sharing and short-term focus. Short cited term: "relationship spectrum...

arm's-length (low collaboration)" (L5M7 Study Guide, p.80).

Reference: CIPS L5M7 Study Guide, p.80.

NEW QUESTION # 22

An organisation can leverage effective Supply Chain Management to deliver Competitive Advantage. What is meant by Competitive Advantage?

- A. A benefit that an organisation can use to outperform competitors in the marketplace
- B. Outperforming competitors financially
- C. Cost savings by narrowing the supply chain
- D. Becoming the leader in the marketplace through working closely with the supply chain

Answer: A

Explanation:

Competitive advantage is a distinct capability that allows an organisation to outperform its rivals, whether through cost efficiency, quality, innovation, or service.

Short cited term: "advantage that enables outperforming competitors" (L5M7 Study Guide, p. 2).

Reference: CIPS L5M7 Study Guide, p. 2.

NEW QUESTION # 23

In a confectionery factory, quality inspection occurs before packaging. If a product is found defective, which type of cost of quality is incurred?

- A. External failure cost
- B. Appraisal cost
- C. Prevention cost
- D. Internal failure cost

Answer: D

Explanation:

Defects discovered before dispatch are classified as internal failures, including rework, scrap, or re-inspection.

Short cited term: "internal failure = defects found before reaching customer." (L5M7 Study Guide, p. 128) Reference: CIPS L5M7 Study Guide, p. 128.

NEW QUESTION # 24

Which of the following tactics helps organisations in the middle of a supply chain protect themselves from the Bullwhip Effect?

- A. Trade in a strong currency
- B. Conduct due diligence on lower-tier suppliers
- C. Have buffer stock
- D. Employ a younger workforce

Answer: C

Explanation:

The Bullwhip Effect describes amplified demand fluctuations up the supply chain; buffer stock mitigates shortages caused by sudden demand changes.

Short cited term: "buffer stock helps counter demand fluctuation" (L5M7 Study Guide, p. 4).

Reference: CIPS L5M7 Study Guide, p. 4.

NEW QUESTION # 25

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