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CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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.

Topic 3	<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.
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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q41-Q46):

NEW QUESTION # 41

An organisation with a market-orientated approach to competitive advantage would have which feature?

- A. Large workforce
- **B. The customer comes first**
- C. High expectations of staff
- D. Detailed specifications

Answer: B

Explanation:

A market-oriented approach centres on customer needs, designing offerings around satisfaction and experience rather than internal operations.

Short cited extract: "Market-oriented - focus on customer satisfaction and value creation." (L5M7 Study Guide, p.55)

Reference: CIPS L5M7 Study Guide, p.55.

NEW QUESTION # 42

A supply chain that has evolved to include multiple layers of interdependence on members both upstream and downstream is commonly known as what?

- A. A Supply Net
- **B. A Supply Network**
- C. A Supply Web
- D. A Supply Stream

Answer: B

Explanation:

The guide distinguishes a simple chain from a "supply network," emphasising multi-tier interdependencies.

Short extract: "supply networks reflect multiple interdependent tiers." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

NEW QUESTION # 43

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

- A. Prevention cost
- B. External failure cost
- C. Appraisal 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 # 44

When would you use a Fishbone (Ishikawa) Diagram?

- A. To map issues in the supply chain
- B. To clarify a relationship
- **C. To identify the cause of a problem**
- D. To decide which supplier to use

Answer: C

Explanation:

A Fishbone Diagram identifies root causes of problems by categorising factors (e.g., people, process, materials, environment).

Short cited term: "used to identify root causes of problems." (L5M7 Study Guide, p. 126) Reference: CIPS L5M7 Study Guide, p. 126.

NEW QUESTION # 45

A supply chain that has evolved to include multiple layers of interdependence on members both upstream and downstream is commonly known as what?

- A. A Supply Net
- **B. A Supply Network**
- C. A Supply Web
- D. A Supply Stream

Answer: B

Explanation:

The guide distinguishes a simple chain from a "supply network," emphasising multi-tier interdependencies.

Short extract: "supply networks reflect multiple interdependent tiers." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

NEW QUESTION # 46

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