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## CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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>
Topic 3	<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>

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### CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q74-Q79):

#### NEW QUESTION # 74

Which of the following can have detrimental effect on supply-chain relationships? Select TWO.

- A. Mistrust
- B. Market segment
- C. Lack of feedback
- D. Low spend

**Answer: A,C**

Explanation:

Relationship effectiveness is damaged by mistrust and poor feedback/communication. Spend level alone is not inherently harmful if expectations are aligned. Short cited terms: "trust," "communication/feedback" (L5M7 Study Guide, p.93).

Reference: CIPS L5M7 Study Guide, p.93.

#### NEW QUESTION # 75

Which industry is most likely to use supplier tiering?

- A. Automotive
- B. Services
- C. Finance
- D. Agriculture

**Answer: A**

Explanation:

The automotive industry uses supplier tiering, assigning responsibility to different supplier levels (Tier 1, Tier 2, etc.) for efficiency and control.

Short cited extract: "Automotive sector commonly applies supplier-tier structures." (L5M7 Study Guide, p. 115)

Reference: CIPS L5M7 Study Guide, p. 115.

#### **NEW QUESTION # 76**

To analyse the value of inventory held, which data points must be collected? Select TWO.

- A. Purchase price
- B. Number of items sold
- C. Expiry date
- D. Number of items held in storage

**Answer: A,D**

Explanation:

Inventory valuation requires data on quantity in stock and unit purchase cost. These determine the total inventory value at any given time.

Short cited extract: "Inventory value = number of items × purchase cost." (L5M7 Study Guide, p. 147) Reference: CIPS L5M7 Study Guide, p. 147.

#### **NEW QUESTION # 77**

Freddie, a Procurement Professional, is reviewing supply chain risks. He believes all risks should be eliminated. Is this correct?

- A. No - awareness only is required
- B. No - prevent risks where possible but tolerate low-level risks
- C. Yes - all supply chain risks must be removed
- D. Yes - create risk assessments for each supplier

**Answer: B**

Explanation:

Risk management seeks to prevent and mitigate major risks, while tolerating low-impact risks when elimination isn't feasible.

Short cited extract: "Low-level risks can be tolerated if likelihood and impact are minimal." (L5M7 Study Guide, p. 49)

Reference: CIPS L5M7 Study Guide, p. 49.

#### **NEW QUESTION # 78**

Data needs to be collected, measured, and analysed to ensure quality in processes. Which of the following should the data be?

- A. Quick, Relevant, and Measurable
- B. Achievable, Time-bound, and Qualitative
- C. Specific, Measurable, Achievable
- D. Time-bound, Detailed, and Impartial

**Answer: C**

Explanation:

Effective quality measurement requires SMART data - Specific, Measurable, Achievable, Relevant, and Time-bound - ensuring that data supports actionable improvement.

Short cited extract: "Data should be SMART to allow accurate performance analysis." (L5M7 Study Guide, p. 140)

Reference: CIPS L5M7 Study Guide, p. 140.

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