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## CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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 (Q20-Q25):

### NEW QUESTION # 20

In a typical supply chain, in which direction does value-add travel?

- A. From the customer to the distributor
- B. From the retailer to the supplier
- C. From the OEM to the retailer
- D. From the first supplier to the customer

**Answer: D**

Explanation:

Value flows downstream, originating with suppliers and moving toward the end customer. A typical chain is tiered suppliers # OEM/producer # distributors/retailers # customer. Short cited term: "value moves downstream" (L5M7 Study Guide, p.4). Reference: CIPS L5M7 Study Guide, p.4.

### NEW QUESTION # 21

Where two organisations at different levels of the supply chain share responsibilities, resources, and performance information to serve similar end customers, what is this known as?

- A. Horizontal collaboration
- B. Loose supply chain collaboration
- C. Tight supply chain collaboration
- D. Vertical collaboration

**Answer: D**

Explanation:

Vertical collaboration occurs between different tiers (e.g., buyer-supplier) to coordinate capabilities for customer value. Short cited term: "vertical collaboration ... different levels/tiers" (L5M7 Study Guide, p.90). Reference: CIPS L5M7 Study Guide, p.90.

### NEW QUESTION # 22

Which of the following departments within an organisation form part of the Value Chain?  
Select THREE.

- A. Operations
- B. Procurement
- C. Logistics
- D. Human Resources
- E. Marketing

**Answer: A,C,E**

Explanation:

According to Michael Porter's Value Chain, primary activities include inbound logistics, operations, outbound logistics, marketing and sales, and service. Procurement and HR are support activities.

Short cited term: "primary activities - logistics, operations, marketing and sales" (L5M7 Study Guide, p. 76).

Reference: CIPS L5M7 Study Guide, p. 76.

### NEW QUESTION # 23

George, a property manager, agrees a cost-plus payment with a plumber. Which of the following will he need to know to calculate total price?

Select THREE.

- A. Supplier's tax rate
- B. Cost of materials
- C. Supplier's pension contribution
- D. Supplier's overhead and profit
- E. Cost of labour

**Answer: B,D,E**

Explanation:

Cost-plus pricing is based on actual material and labour costs plus an agreed margin for overheads and profit.

Short cited extract: "Cost-plus = actual cost + agreed mark-up for profit/overheads." (L5M7 Study Guide, p. 191)

Reference: CIPS L5M7 Study Guide, p. 191.

### NEW QUESTION # 24

Which of the following is an example of exceeding customers' expectations? Select TWO.

- A. Providing a free gift when a purchase is made
- B. The price is lower than the customer expected to pay
- C. A customer orders an item online and it is delivered on the expected day
- D. Providing the item desired in a different colour

**Answer: A,B**

Explanation:

Meeting expectations (B) is not exceeding them. Exceeding is demonstrated by unexpected extra values such as lower-than-expected price or a free add-on. Short extract: "exceeding expectations - delighting customers with additional/unexpected value." (L5M7 Study Guide, p. 121) Reference: L5M7 Study Guide, p. 121.

### NEW QUESTION # 25

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