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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.

CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q87-Q92):

NEW QUESTION # 87

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

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

Answer: A,C

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 # 88

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 Stream
- B. A Supply Net

- C. A Supply Web
- **D. A Supply Network**

Answer: D

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 # 89

Which of the following is an example of a closed-loop supply chain?

- A. A farm supplying milk to a dairy manufacturer
- B. The sale of second-hand cars at a retail outlet
- **C. A retailer which accepts old phones to be given back to the manufacturer**
- D. The extraction of diamonds from a mine sold to a jewellery manufacturer

Answer: C

Explanation:

A closed-loop supply chain returns used products to the chain for reuse/recycling/remanufacture. Short extract: "closed loop - products/materials re-enter the supply chain." (L5M7 Study Guide, pp.5-7) Reference: L5M7 Study Guide, pp.5-7.

NEW QUESTION # 90

What is the primary motivation for offshoring?

- **A. Cut costs**
- B. Exploit other countries' resources
- C. Improve cultural competence
- D. Cheaper holidays

Answer: A

Explanation:

Offshoring typically seeks cost reduction (e.g., labour arbitrage) while maintaining service/output levels; other motives are secondary.

Short cited term: "cost reduction/advantages" (L5M7 Study Guide, domain 1.4 discussion).

Reference: CIPS L5M7 Study Guide, Domain 1.4 (Offshoring and sourcing location).

NEW QUESTION # 91

Which of the following is NOT an objective of Total Quality Management (TQM)?

- A. Zero-defects
- B. Employee empowerment
- C. Meeting customer expectations
- **D. Financial planning**

Answer: D

Explanation:

TQM objectives focus on customer satisfaction, zero defects, and employee engagement, not financial planning.

Short cited extract: "TQM aims: customer focus, zero defects, continuous improvement - not financial planning." (L5M7 Study Guide, p. 112) Reference: CIPS L5M7 Study Guide, p. 112.

NEW QUESTION # 92

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