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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 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>
Topic 3	<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>

### CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q39-Q44):

#### NEW QUESTION # 39

Which of the following are incentives for suppliers to perform well on a contract? Select TWO.

- A. Revenue-based pricing
- B. Quality-based pricing
- C. Market-based pricing
- D. Outcome-based pricing

**Answer: A,D**

Explanation:

Revenue-based and Outcome-based pricing share financial benefits and performance gains, motivating suppliers to excel.  
Short cited term: "gainshare, revenue and outcome pricing as supplier incentives." (L5M7 Study Guide, p. 198)  
Reference: CIPS L5M7 Study Guide, p. 198.

#### NEW QUESTION # 40

What is the name of the phenomenon in which a small change in consumer demand can have an amplified effect throughout the supply chain?

- A. Pareto Principle
- B. Supply and Demand
- C. Amplification Concept
- **D. Bullwhip Effect**

**Answer: D**

Explanation:

The study guide describes how demand variability amplifies upstream in the chain—commonly termed the "bullwhip effect." This is introduced when explaining basic supply-chain dynamics and flows. Short extract: "demand changes become amplified upstream (bullwhip effect)." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

#### NEW QUESTION # 41

A hierarchically orientated organisation would have which of the following characteristics?

- **A. Stability and control**
- B. Equality among employees
- C. Flexibility and discretion
- D. Integration focus

**Answer: A**

Explanation:

A hierarchical culture values stability, control, and formal structure, with defined authority levels.

Short cited extract: "Hierarchy culture - stability, rules, and control mechanisms." (L5M7 Study Guide, p. 60) Reference: CIPS L5M7 Study Guide, p. 60.

#### NEW QUESTION # 42

A company which uses Client Experience Strategy as part of its marketing tactic would provide which of the following?  
Select TWO.

- **A. Listen to customer feedback**
- **B. Personalise the user experience**
- C. Lower prices
- D. Provide a website

**Answer: A,B**

Explanation:

A Client Experience Strategy focuses on enhancing the end-to-end customer journey by understanding customer needs, personalising interactions, and incorporating feedback.

Short cited extract: "Customer experience strategy includes listening to feedback and personalising interactions." (L5M7 Study Guide, p.183) Reference: CIPS L5M7 Study Guide, p.183.

#### NEW QUESTION # 43

What is Six Sigma?

- A. A methodology to eliminate defects in a business process
- B. A form of outsourcing
- C. A supply chain analysis tool
- D. A process of supplier rationalisation

**Answer: A**

Explanation:

Six Sigma is a data-driven methodology aimed at eliminating defects and reducing variation to improve quality and performance. Short cited terms: "data-driven," "eliminate defects" (L5M7 Study Guide, p.110).

Reference: CIPS L5M7 Study Guide, p.110.

## NEW QUESTION # 44

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