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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> |

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|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 (Q24-Q29):

### NEW QUESTION # 24

In supply-chain management, is culture a relevant consideration?

- A. No - culture is impossible to define and should not be a consideration
- B. No - it does not matter what the culture of the supply chain is
- **C. Yes - understanding culture helps achieve collaboration between organisations**
- D. Yes - culture determines whether you wish to work with a supplier or not

**Answer: C**

Explanation:

Understanding organisational and national cultures supports collaboration, communication, and innovation across the chain. Cultural awareness enables smoother partnerships and shared values.

Short cited extract: "Cultural understanding assists collaboration and trust within supply-chain relationships.

" (L5M7 Study Guide, pp. 58-59)

Reference: CIPS L5M7 Study Guide, pp. 58-59.

### NEW QUESTION # 25

RIDDOR statistics provide information on which of the following?

- **A. Health and safety**
- B. Speed of production
- C. Conformance with specification
- D. Financial standing

**Answer: A**

Explanation:

RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) relates to health and safety performance measurement-tracking workplace incidents and compliance.

Short cited extract: "RIDDOR statistics relate to health and safety reporting." (L5M7 Study Guide, p.141) Reference: CIPS L5M7 Study Guide, p.141.

### NEW QUESTION # 26

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

- A. Meeting customer expectations
- B. Zero-defects
- C. Employee empowerment
- **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 # 27

For which of the following supply examples is trust in the supplier least important?

- A. A bottleneck item critical to production
- **B. A non-critical item with low supply risk**
- C. A leverage item with high profit impact
- D. A strategic item with high supply risk

**Answer: B**

Explanation:

Non-critical items involve low value and low risk, usually managed via transactional or arm's-length relationships where trust plays a minor role.

Short cited term: "non-critical = low trust required." (L5M7 Study Guide, p. 221) Reference: CIPS L5M7 Study Guide, p. 221.

### NEW QUESTION # 28

Which of the following is an example of a Capital Expenditure for a private healthcare facility?

- **A. MRI Machine**
- B. Nurse's Salary
- C. Medicine
- D. Cleaning Products

**Answer: A**

Explanation:

Capital expenditure (CapEx) covers long-term investments such as equipment or infrastructure that deliver value over time - e.g., MRI scanners. Operating costs (OpEx) include salaries and consumables.

Short cited extract: "CapEx - major assets and equipment; OpEx - running costs such as wages." (L5M7 Study Guide, Domain 3.2) Reference: CIPS L5M7 Study Guide, Domain 3.2.

### NEW QUESTION # 29

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