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CIPS L5M7 Exam Syllabus Topics:

| Topic | Details |
|---------|---|
| Topic 1 | <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 2 | <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. |

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| 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. |
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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q67-Q72):

NEW QUESTION # 67

When analysing a series of data, the number which occurs most frequently is known as what?

- A. Mean
- **B. Mode**
- C. Average
- D. Median

Answer: B

Explanation:

The Mode is the value that appears most often in a dataset, distinguishing it from the mean (average) and median (middle value).

Short cited term: "mode = most frequent value." (L5M7 Study Guide, p. 149) Reference: CIPS L5M7 Study Guide, p. 149.

NEW QUESTION # 68

What is Business Process Re-engineering (BPR)?

- A. Refinancing of a company
- B. Repositioning a company in its market segment
- **C. A strategy that analyses workflow to find efficiencies**
- D. Comparison of business strengths and weaknesses

Answer: C

Explanation:

BPR examines and redesigns workflows and processes to remove waste and maximise efficiency and customer value.

Short cited extract: "BPR - radical review of workflows to achieve major efficiency improvements." (L5M7 Study Guide, p. 111)

Reference: CIPS L5M7 Study Guide, p. 111.

NEW QUESTION # 69

A strategy in which an organisation concentrates its resources on a narrow market or industry segment is which of Porter's Generic Strategies?

- A. Cost Leadership
- B. Differentiation
- C. Cost Certainty
- **D. Focus**

Answer: D

Explanation:

Porter's Focus Strategy involves targeting a niche market to meet unique needs better than competitors.

Short cited term: "focus - targeting a narrow market segment" (L5M7 Study Guide, p. 52).

Reference: CIPS L5M7 Study Guide, p. 52.

NEW QUESTION # 70

What does ISO 9001 refer to?

- A. Environment management
- B. Supply chain management
- C. Risk management
- **D. Quality management**

Answer: D

Explanation:

ISO 9001 sets the framework for quality management systems (QMS), based on principles such as customer focus, leadership, and improvement. Short extract: "ISO 9001-quality management." (L5M7 Study Guide, p. 122) Reference: L5M7 Study Guide, p. 122.

NEW QUESTION # 71

Which of the following tactics helps organisations in the middle of a supply chain protect themselves from the Bullwhip Effect?

- **A. Have buffer stock**
- B. Employ a younger workforce
- C. Trade in a strong currency
- D. Conduct due diligence on lower-tier suppliers

Answer: A

Explanation:

The Bullwhip Effect describes amplified demand fluctuations up the supply chain; buffer stock mitigates shortages caused by sudden demand changes.

Short cited term: "buffer stock helps counter demand fluctuation" (L5M7 Study Guide, p. 4).

Reference: CIPS L5M7 Study Guide, p. 4.

NEW QUESTION # 72

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