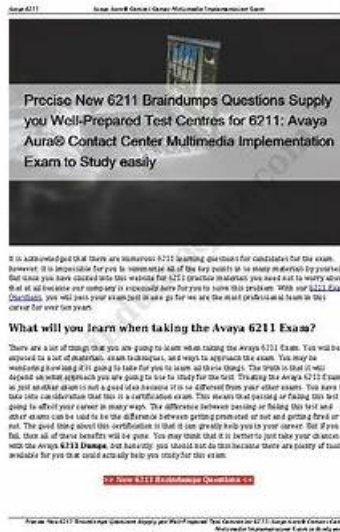


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## CIPS L5M7 Exam Syllabus Topics:

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 is an example of a closed-loop supply chain?

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

**Answer: B**

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 # 40

Which of the following can have a detrimental effect on supply-chain relationships? Select TWO.

- A. Market segment

- B. Lack of feedback
- C. Mistrust
- D. Low spend

**Answer: B,C**

Explanation:

Relationship effectiveness is damaged by mistrust and poor feedback/communication. Spend level alone is not inherently harmful if expectations are aligned. Short cited terms: "trust," "communication/feedback" (L5M7 Study Guide, p.93).

Reference:CIPS L5M7 Study Guide, p.93.

#### **NEW QUESTION # 41**

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

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

**Answer: C**

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 # 42**

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 Network
- B. A Supply Stream
- C. A Supply Net
- D. A Supply Web

**Answer: A**

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 # 43**

A car manufacturer that accommodates unique and desirable features into design at a premium cost is using which of the following strategies?

- A. Differentiation
- B. Customer Experience
- C. Cost Leadership
- D. Cost Focus

**Answer: A**

Explanation:

Differentiation Strategy involves offering products with unique attributes that customers value and are willing to pay more for, thus achieving competitive advantage.

Short cited term: "differentiation - unique product features at premium price." (L5M7 Study Guide, p. 177) Reference:CIPS L5M7 Study Guide, p. 177.

## NEW QUESTION # 44

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