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CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
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.

Topic 3	<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.
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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q23-Q28):

NEW QUESTION # 23

Six Sigma is only suitable for the manufacturing industry. Is this correct?

- A. No - it's not suitable for manufacturing
- **B. No - it can be used across all industries and delivers bottom-line savings**
- C. Yes - it's an excellent way to reduce costs
- D. Yes - it reduces defects in the supply chain

Answer: B

Explanation:

Six Sigma applies universally to manufacturing, services, and administrative processes, improving quality and efficiency.

Short cited term: "applicable across all sectors to improve process performance." (L5M7 Study Guide, p. 154) Reference: CIPS L5M7 Study Guide, p. 154.

NEW QUESTION # 24

What is Business Process Re-engineering (BPR)?

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

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 # 25

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

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

Answer: B,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 # 26

When implementing Business Process Re-engineering (BPR), which should be the first step?

- A. Appoint a process owner
- B. Analyse and document the existing process
- C. Establish customer requirements
- D. Identify and prioritise improvement opportunities

Answer: A

Explanation:

BPR begins by appointing a process owner - a responsible individual to lead and oversee change before analysis or redesign begins.

Short cited extract: "Step one of BPR - appoint a process owner to take accountability." (L5M7 Study Guide, p.169)

Reference: CIPS L5M7 Study Guide, p.169.

NEW QUESTION # 27

Tom, a Procurement Manager, is initiating a Supplier Rationalisation project. What should he complete first to direct the project?

- A. Conduct SWOT Analysis
- B. Perform Spend Analysis
- C. Introduce Six Sigma
- D. Implement Total Quality Management

Answer: B

Explanation:

A Spend Analysis identifies where money is spent and with which suppliers - vital to determine consolidation opportunities before rationalising the base.

Short cited term: "Spend analysis precedes supplier rationalisation." (L5M7 Study Guide, p. 203) Reference: CIPS L5M7 Study Guide, p. 203.

NEW QUESTION # 28

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