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L5M7 NEGOTIATION COMPLETE GUIDE TO CIPS LEVEL 5 MODULE

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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.
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 (Q22-Q27):

NEW QUESTION # 22

In a supply chain, can a downstream supplier influence all aspects of quality including customer perception?

- A. Yes - downstream suppliers have the most power in the chain
- B. No - a downstream supplier has no control over quality at all
- C. Yes - customer perception is derived from the supplier's inputs and specification
- D. No - customer perception is influenced by other functions such as marketing

Answer: D

Explanation:

A downstream supplier influences most aspects of quality but not customer perception, which is shaped by marketing and brand functions.

Short cited term: "except customer perception, influenced by marketing" (L5M7 Study Guide, p. 30).

Reference: CIPS L5M7 Study Guide, p. 30.

NEW QUESTION # 23

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. Expiry date
- D. Purchase price

Answer: B,D

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 \times purchase cost." (L5M7 Study Guide, p.147) Reference: CIPS L5M7 Study Guide, p.147.

NEW QUESTION # 24

Which of the following relationship styles has the least amount of trust?

- A. Closer Tactical
- B. Partnership
- C. Outsourced
- D. Transactional

Answer: D

Explanation:

The relationship spectrum shows that transactional relationships are the least trust-based, focusing on short-term exchanges with minimal collaboration.

Short cited extract: 'Transactional - low trust, short-term, low collaboration.' (L5M7 Study Guide, p.80) Reference:CIPS L5M7 Study Guide, p.80.

NEW QUESTION # 25

ACost Leader is able to lower the price of an item or material within the marketplace. Is this true?

- A. Yes - they set a price standard as well as lowering prices
- B. No - a cost leader holds the largest market share and never reduces prices
- C. Yes - they are able to lower prices but not increase them
- D. No - a cost leader has no influence on market price

Answer: A

Explanation:

ACost Leader determines the market price standard and can influence both price reductions and increases.

Their efficiency allows them to lead pricing trends.

Short cited term: "cost leader sets price standard in market." (L5M7 Study Guide, p. 179) Reference:CIPS L5M7 Study Guide, p. 179.

NEW QUESTION # 26

An organisation with a market-orientated approach to competitive advantage would have which feature?

- A. Detailed specifications
- B. Large workforce
- C. High expectations of staff
- D. The customer comes first

Answer: D

Explanation:

A market-oriented approach centres on customer needs, designing offerings around satisfaction and experience rather than internal operations.

Short cited extract: "Market-oriented - focus on customer satisfaction and value creation." (L5M7 Study Guide, p.55)

Reference:CIPS L5M7 Study Guide, p.55.

NEW QUESTION # 27

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