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Achieving Competitive Advantage Through the Supply Chain

*[L5M7]
Elective
Study Guide*

Level 5
Advanced Diploma in
Procurement and Supply

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CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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.

CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q85-Q90):

NEW QUESTION # 85

In Six Sigma, a Black Belt is the highest level that can be achieved. Is this correct?

- A. Yes - a Black Belt trains project teams
- B. No - there are higher levels such as Master Black Belt and Champion
- C. Yes - a Black Belt implements Six Sigma full-time
- D. No - Green Belt is the highest

Answer: B

Explanation:

The hierarchy extends beyond Black Belt, including Master Black Belts and Champions, who provide leadership and strategic direction.

Short cited term: "Master Black Belt and Champion above Black Belt." (L5M7 Study Guide, p. 153) Reference: CIPS L5M7 Study

Guide, p. 153.

NEW QUESTION # 86

Which of the following is an example of a closed-loop supply chain?

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

Answer: A

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 # 87

Which of the following are advantages of using local sourcing? Select TWO.

- A. Higher quality
- B. Flexibility for support and maintenance
- C. Less environmental impact
- D. Higher costs
- E. Cheaper

Answer: B,C

Explanation:

Local sourcing offers environmental benefits (lower transport footprint) and easier access for service or maintenance, enhancing responsiveness.

Short cited extract: "Local sourcing provides reduced environmental impact and proximity for support." (L5M7 Study Guide, p. 70) Reference: CIPS L5M7 Study Guide, p. 70.

NEW QUESTION # 88

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

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

Answer: C

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 # 89

RIDDOR statistics provide information on which of the following?

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

Answer: C

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 # 90

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