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## CIPS L5M7 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• <b>Understand the Dynamics of Supply Chains:</b> 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>• <b>Understand Improvement Methodologies that Can Be Used in Supply Chains:</b> 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>

Topic 3	<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>
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## CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q35-Q40):

### NEW QUESTION # 35

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

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

**Answer: C**

Explanation:

ACost Leaderdetermines 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 # 36

In a typicalSupply Chain Quality Framework (SCQF), which of the following characteristics is likely to feature? Select THREE.

- A. Procurement
- B. Continuous Improvement
- C. Information
- D. Marketing
- E. Sustainability

**Answer: B,C,E**

Explanation:

TheSCQFintegrates factors that promote long-term excellence across the chainleadership, stakeholder commitment, sustainability,

information management, and continuous improvement. These underpin effective quality and performance.  
Short cited term: "key features include sustainability, information and continuous improvement." (L5M7 Study Guide, p. 34)  
Reference:CIPS L5M7 Study Guide, p. 34.

### NEW QUESTION # 37

What is the name of the phenomenon in which a small change in consumer demand can have an amplified effect throughout the supply chain?

- A. Supply and Demand
- **B. Bullwhip Effect**
- C. Amplification Concept
- D. Pareto Principle

**Answer: B**

Explanation:

The study guide describes how demand variability amplifies upstream in the chain—commonly termed the "bullwhip effect." This is introduced when explaining basic supply-chain dynamics and flows. Short extract: "demand changes become amplified upstream (bullwhip effect)." (L5M7 Study Guide, p.4) Reference:L5M7 Study Guide, p.4.

### NEW QUESTION # 38

What is the primary motivation for offshoring?

- A. Cheaper holidays
- **B. Cut costs**
- C. Improve cultural competence
- D. Exploit other countries' resources

**Answer: B**

Explanation:

Offshoring typically seeks cost reduction (e.g., labour arbitrage) while maintaining service/output levels; other motives are secondary. Short cited term: "cost reduction/advantages" (L5M7 Study Guide, domain 1.4 discussion).  
Reference:CIPS L5M7 Study Guide, Domain 1.4 (Offshoring and sourcing location).

### NEW QUESTION # 39

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

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

**Answer: D**

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 # 40

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