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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 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 (Q66-Q71):

NEW QUESTION # 66

Which of the following could be considered added value within a supply chain? Select THREE.

- A. Quality**
- B. Marketing
- C. Innovation**
- D. Profit
- E. Time to market**

Answer: A,C,E

Explanation:

The guide lists quality, innovation, and time-to-market among ways supply chains create added value (others include price/cost reduction and risk reduction). Short extract: "added value may be created through quality, innovation and time-to-market." (L5M7 Study Guide, p.27) Reference: L5M7 Study Guide, p.27.

NEW QUESTION # 67

Long runs, stable product design, and inventory buffers are objectives of which business function?

- A. Sourcing
- B. Sales
- C. Manufacturing**
- D. Logistics

Answer: C

Explanation:

Manufacturing objectives emphasise efficiency through long production runs, stable design, and inventory buffering to ensure continuity of output.

Short cited term: "manufacturing - long runs and inventory buffer." (L5M7 Study Guide, p. 36) Reference: CIPS L5M7 Study Guide, p. 36.

NEW QUESTION # 68

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

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

Answer: B

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 # 69

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

- A. Partnership
- B. Outsourced
- C. Closer Tactical
- 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 # 70

According to the Kraljic Matrix, suppliers are classified based on which TWO factors?

- A. Level of co-operation
- B. Position in the supply chain
- C. **Risk impact**
- D. **Cost impact**

Answer: C,D

Explanation:

The Kraljic Matrix plots supply risk against profit (cost) impact to determine supplier strategy (leverage, bottleneck, routine, strategic).

Short cited extract: "Matrix axes - profit impact vs supply risk." (L5M7 Study Guide, p. 83) Reference: CIPS L5M7 Study Guide, p. 83.

NEW QUESTION # 71

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