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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 riskreward 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.
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Interactive L5M7 EBook | Handy for Achieving Competitive Advantage Through the Supply Chain (L5M7)

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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q32-Q37):

NEW QUESTION # 32

In what way has the increase in the use of technology affected buyer-supplier relationships?

- A. It has increased the bargaining power of buyers because technology has increased operational costs.
- B. It has reduced the bargaining power of buyers because there are fewer suppliers.
- **C. It has reduced the bargaining power of suppliers as buyers now have access to a wider pool of suppliers and product information.**
- D. It has increased the bargaining power of suppliers as they can provide faster quotations.

Answer: C

Explanation:

Technology enhances buyer access to data, broadening supplier choice and transparency, which reduces supplier power.

Short cited term: "technology has reduced suppliers' bargaining power" (L5M7 Study Guide, p. 66).

Reference: CIPS L5M7 Study Guide, p. 66.

NEW QUESTION # 33

Which of the following relationship styles is the least collaborative?

- A. Outsourced
- **B. Arm's-length**
- C. Transactional
- D. Strategic alliance

Answer: B

Explanation:

On the relationship spectrum, arm's-length is a low-collaboration style (only adversarial is lower), characterised by limited information sharing and short-term focus. Short cited term: "relationship spectrum...

arm's-length (low collaboration)" (L5M7 Study Guide, p.80).

Reference: CIPS L5M7 Study Guide, p.80.

NEW QUESTION # 34

Which of the following is an example of a Capital Expenditure for a private healthcare facility?

- A. Medicine
- B. Cleaning Products
- C. Nurse's Salary
- **D. MRI Machine**

Answer: D

Explanation:

Capital expenditure (CapEx) covers long-term investments such as equipment or infrastructure that deliver value over time-e.g., MRI scanners. Operating costs (OpEx) include salaries and consumables.

Short cited extract: "CapEx - major assets and equipment; OpEx - running costs such as wages." (L5M7 Study Guide, Domain 3.2)

Reference: CIPS L5M7 Study Guide, Domain 3.2.

NEW QUESTION # 35

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 # 36

Just-in-Time (JIT) manufacturing is a form of which organisational strategy?

- A. Business Process Re-engineering
- **B. Lean**
- C. Cost Leadership
- D. Differentiation

Answer: B

Explanation:

JIT is a Lean technique to minimise inventory and produce "only what is needed, when needed," thereby removing waste from processes. Short cited phrase: "only when needed" (L5M7 Study Guide, p.111).

Reference: CIPS L5M7 Study Guide, p.111.

NEW QUESTION # 37

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