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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.

CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q44-Q49):

NEW QUESTION # 44

The effective balancing of demand variability and inventory that achieves the optimal time a product passes through the supply chain is known as:

- A. Cycle Time
- B. Lean Manufacturing
- C. Just-in-Time
- **D. The Theory of Swift, Even Flow**

Answer: D

Explanation:

The Theory of Swift Even Flow states that organisational efficiency improves as the flow of materials, information, and cash becomes smooth and consistent through the chain.

Short cited term: "balancing demand and inventory to achieve swift, even flow." (L5M7 Study Guide, p. 37) Reference: CIPS L5M7 Study Guide, p. 37.

NEW QUESTION # 45

Which of the following are considered the 'Golden Metrics' used to measure performance?
Select THREE.

- **A. Delivery Performance**
- **B. Total Cycle Time**
- **C. Safety**
- D. Ethics
- E. Financial Stability

Answer: A,B,C

Explanation:

The five Golden Metrics of supply chain performance are: safety, quality, delivery performance, total cost, and total cycle time. They represent universally accepted indicators of operational excellence.

Short cited extract: "Golden Metrics - safety, quality, delivery, total cost, total cycle time." (L5M7 Study Guide, p.123)

Reference:CIPS L5M7 Study Guide, p.123.

NEW QUESTION # 46

Which of the following describes an Adhocracy organisational structure? Select TWO.

- A. Highly documented routine processes
- **B. Can respond quickly to change**
- **C. Low levels of centralisation**
- D. Highly formalised structure
- E. Has a vertical structure where managers maintain control

Answer: B,C

Explanation:

An adhocracy is flexible, decentralised, and able to respond rapidly to change, though it may lack formal control systems.

Short cited term: "low formalisation, high adaptability" (L5M7 Study Guide, p. 64).

Reference:CIPS L5M7 Study Guide, p. 64.

NEW QUESTION # 47

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

- A. Detailed specifications
- B. High expectations of staff
- C. Large workforce
- **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 # 48

Freddie, a Procurement Professional, is reviewing supply chain risks. He believes all risks should be eliminated. Is this correct?

- A. Yes - all supply chain risks must be removed
- **B. No - prevent risks where possible but tolerate low-level risks**
- C. Yes - create risk assessments for each supplier
- D. No - awareness only is required

Answer: B

Explanation:

Risk management seeks to prevent and mitigate major risks, while tolerating low-impact risks when elimination isn't feasible.

Short cited extract: "Low-level risks can be tolerated if likelihood and impact are minimal." (L5M7 Study Guide, p.49)

Reference:CIPS L5M7 Study Guide, p.49.

NEW QUESTION # 49

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