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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 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 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 (Q32-Q37):

NEW QUESTION # 32

In a typical supply chain, in which direction does value-add travel?

- A. From the first supplier to the customer
- B. From the retailer to the supplier
- C. From the OEM to the retailer
- D. From the customer to the distributor

Answer: A

Explanation:

Value flows downstream, originating with suppliers and moving toward the end customer. A typical chain is tiered suppliers # OEM/producer # distributors/retailers # customer. Short cited term: "value moves downstream" (L5M7 Study Guide, p.4).

Reference: CIPS L5M7 Study Guide, p.4.

NEW QUESTION # 33

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

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

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 # 34

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

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

Answer: C,E

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 # 35

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

- A. Median
- B. Average
- 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 # 36

A supply chain that has evolved to include multiple layers of interdependence on members both upstream and downstream is commonly known as what?

- A. A Supply Web
- B. A Supply Net
- **C. A Supply Network**
- D. A Supply Stream

Answer: C

Explanation:

The guide distinguishes a simple chain from a "supply network," emphasising multi-tier interdependencies.

Short extract: "supply networks reflect multiple interdependent tiers." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

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