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Achieving Competitive Advantage Through the Supply Chain

*[L5M7]
Elective
Study Guide*

Level 5
Advanced Diploma in
Procurement and Supply

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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 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 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.

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CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q58-Q63):

NEW QUESTION # 58

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

- A. High expectations of staff
- B. The customer comes first
- C. Detailed specifications
- D. Large workforce

Answer: B

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 # 59

Why would a company use a Process Mapping Technique? Select TWO.

- A. To increase market share
- **B. To establish what is currently happening and why**
- C. To assist with budgeting
- **D. To identify where waste and inefficiency exist**

Answer: B,D

Explanation:

Process mapping visually defines how processes operate, revealing inefficiencies, duplication, and waste, and clarifies the current process flow and responsibilities.

Short cited term: "identifies inefficiencies and highlights process waste" (L5M7 Study Guide, p. 73).

Reference: CIPS L5M7 Study Guide, p. 73.

NEW QUESTION # 60

An organisation can leverage effective Supply Chain Management to deliver Competitive Advantage. What is meant by Competitive Advantage?

- A. Outperforming competitors financially
- **B. A benefit that an organisation can use to outperform competitors in the marketplace**
- C. Becoming the leader in the marketplace through working closely with the supply chain
- D. Cost savings by narrowing the supply chain

Answer: B

Explanation:

Competitive advantage is a distinct capability that allows an organisation to outperform its rivals, whether through cost efficiency, quality, innovation, or service.

Short cited term: "advantage that enables outperforming competitors" (L5M7 Study Guide, p. 2).

Reference: CIPS L5M7 Study Guide, p. 2.

NEW QUESTION # 61

Which of the following is an example of exceeding customers' expectations? Select TWO.

- A. Providing the item desired in a different colour
- **B. The price is lower than the customer expected to pay**
- **C. Providing a free gift when a purchase is made**
- D. A customer orders an item online and it is delivered on the expected day

Answer: B,C

Explanation:

Meeting expectations (B) is not exceeding them. Exceeding is demonstrated by unexpected extra values such as lower-than-expected price or a free add-on. Short extract: "exceeding expectations-delighting customers with additional/unexpected value." (L5M7 Study Guide, p.121) Reference: L5M7 Study Guide, p.121.

NEW QUESTION # 62

What are some disadvantages to a multi-sourcing strategy in a supply chain? Select TWO.

- A. Possibility of having surplus stock
- B. Less dependency on one supplier
- C. Inconsistency in quality
- D. Relationships are more transactional

Answer: A,C

Explanation:






Multi-sourcing can increase inventory/duplication and create quality inconsistency between sources. Reduced dependency (C) is an advantage, and (D) is a neutral characteristic rather than a disadvantage. Short extract: "multiple sources may lead to duplication/stock and variable quality." (L5M7 Study Guide, p.6) Reference: L5M7 Study Guide, p.6.

NEW QUESTION # 63

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