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### CIPS L5M7 Exam Syllabus Topics:

Topic	Details
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Topic 1	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## CIPS Achieving Competitive Advantage Through the Supply Chain (L5M7) Sample Questions (Q59-Q64):

### NEW QUESTION # 59

In supply-chain management, is culture a relevant consideration?

- A. No - it does not matter what the culture of the supply chain is
- **B. Yes - understanding culture helps achieve collaboration between organisations**
- C. Yes - culture determines whether you wish to work with a supplier or not
- D. No - culture is impossible to define and should not be a consideration

**Answer: B**

Explanation:

Understanding organisational and national cultures supports collaboration, communication, and innovation across the chain. Cultural awareness enables smoother partnerships and shared values.

Short cited extract: "Cultural understanding assists collaboration and trust within supply-chain relationships.

" (L5M7 Study Guide, pp. 58-59)

Reference: CIPS L5M7 Study Guide, pp. 58-59.

### NEW QUESTION # 60

Which type of relationship seeks greater commitment and preferential treatment through exclusivity?

- A. Partnership
- B. Outsourcing
- **C. Single-sourcing**

- D. Adversarial

**Answer: C**

Explanation:

Single-sourcing builds exclusive, strategic relationships with one supplier to secure priority service and joint improvement opportunities.

Short cited extract: "Single-sourcing - exclusivity to gain stronger commitment and collaboration." (L5M7 Study Guide, p. 81)

Reference: CIPS L5M7 Study Guide, p. 81.

#### NEW QUESTION # 61

What is the name of the phenomenon in which a small change in consumer demand can have an amplified effect throughout the supply chain?

- A. Amplification Concept
- B. Supply and Demand
- **C. Bullwhip Effect**
- D. Pareto Principle

**Answer: C**

Explanation:

The study guide describes how demand variability amplifies upstream in the chain - commonly termed the

"bullwhip effect." This is introduced when explaining basic supply-chain dynamics and flows. Short extract: "demand changes become amplified upstream (bullwhip effect)." (L5M7 Study Guide, p.4) Reference: L5M7 Study Guide, p.4.

#### NEW QUESTION # 62

An agile supply chain focuses on the elimination of waste. Is this true?

- A. No - it incorporates continuous improvement until errors cease
- **B. No - it focuses on responsiveness to changing customer demand**
- C. Yes - an agile supply chain reduces waste and defects
- D. Yes - it introduces TQM to remove inefficiencies

**Answer: B**

Explanation:

Agile supply chains prioritise flexibility and responsiveness to change, whereas Lean focuses on waste elimination.

Short cited term: "agile = responsive to demand; lean = waste removal." (L5M7 Study Guide, p. 155) Reference: CIPS L5M7 Study Guide, p. 155.

#### NEW QUESTION # 63

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

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

**Answer: A,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 # 64

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