

2026 CIPS L5M7 Updated New Exam Pattern



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

NEW QUESTION # 44

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

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

Answer: A,B

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 # 45

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

- A. Becoming the leader in the marketplace through working closely with the supply chain
- **B. A benefit that an organisation can use to outperform competitors in the marketplace**
- C. Outperforming competitors financially
- 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 # 46

Guppy Fish Ltd manufactures machinery. A rival is releasing automated technology that could replace manual operation. What type of threat does this pose?

- A. Bargaining power of suppliers
- B. Bargaining power of buyers
- **C. Threat of new entrants**
- D. Threat of artificial intelligence

Answer: C

Explanation:

According to Porter's Five Forces, new automated competitors represent a threat of new entrants, introducing innovation and market pressure.

Short cited extract: "New entrants increase competition and threaten existing players." (L5M7 Study Guide, p. 56)

Reference: CIPS L5M7 Study Guide, p. 56.

NEW QUESTION # 47

Tom, a Procurement Manager, is initiating a Supplier Rationalisation project. What should he complete first to direct the project?

- A. Introduce Six Sigma
- B. Conduct SWOT Analysis
- C. Implement Total Quality Management
- **D. Perform Spend Analysis**

Answer: D

Explanation:

A Spend Analysis identifies where money is spent and with which suppliers - vital to determine consolidation opportunities before rationalising the base.

Short cited term: "spend analysis precedes supplier rationalisation." (L5M7 Study Guide, p. 203) Reference: CIPS L5M7 Study Guide, p. 203.

NEW QUESTION # 48

What does ISO 9001 refer to?

- A. Risk management
- B. Supply chain management
- C. Environment management
- **D. Quality management**

Answer: D

Explanation:

ISO 9001 sets the framework for quality management systems (QMS), based on principles such as customer focus, leadership, and improvement. Short extract: "ISO 9001-quality management." (L5M7 Study Guide, p.122) Reference: L5M7 Study Guide, p.122.

NEW QUESTION # 49

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