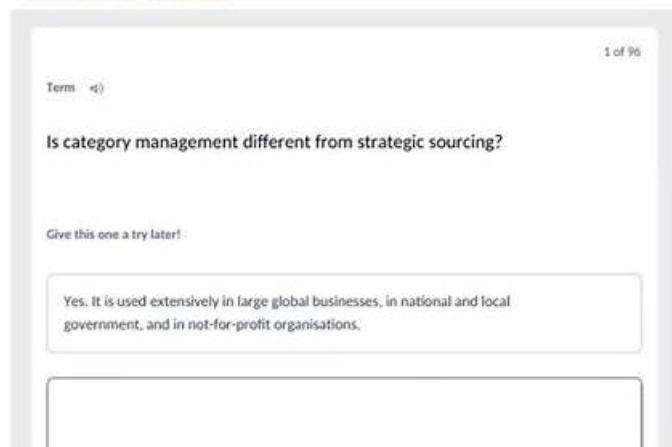


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L5M6 CATEGORY MANAGEMENT - **LEARNING OUTCOME 1** **(APPROACHES THAT CAN BE USED** **TO DEVELOP CATEGORY** **MANAGEMENT STRATEGIES) EXAM** **QUESTIONS WITH 100% CORRECT** **ANSWERS!!**



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Term 4

Is category management different from strategic sourcing?

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Yes. It is used extensively in large global businesses, in national and local government, and in not-for-profit organisations.

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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Understand the Strategic Impact of a Category Management Process: This section evaluates the strategic insight of a Procurement Manager into how category management influences organizational performance. It explores the use of data-driven decision-making and market intelligence to shape sourcing strategies and drive sustainable procurement outcomes.

Topic 2	<ul style="list-style-type: none"> Understand Approaches that Can Be Used to Develop Category Management Strategies: This section of the exam measures the skills of Procurement Managers and focuses on understanding how category management strategies are formulated within procurement functions. Candidates are expected to differentiate between strategic and conventional sourcing, evaluate how these approaches support long-term supplier relationships, and align them with organizational goals. The section also emphasizes the role of category management in enhancing sourcing efficiency and achieving cost optimization.
Topic 3	<ul style="list-style-type: none"> Understand the Concepts, Tools, and Techniques Associated with Managing Expenditure: This section of the exam measures the analytical abilities of a Category Analyst and focuses on expenditure management techniques within category management. It explores how organizations identify, classify, and analyze different types of spend to enhance procurement efficiency and value creation.

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CIPS Category Management Sample Questions (Q79-Q84):

NEW QUESTION # 79

Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

- A. Agriculture
- B. Retail
- C. Construction**
- D. Services

Answer: C

Explanation:

In construction, indirect costs include items like workshops, safety facilities, and design engineers. These are necessary for operations but not directly tied to a single output.

[Ref: CIPS L5M6 Study Guide, p.90 - Indirect cost examples by industry]

NEW QUESTION # 80

When completing a tender exercise, in addition to price and quality, which factors may also be considered?

- A. PQQ
- B. ITT
- C. CSR**
- D. TCO

Answer: C

Explanation:

The correct answer is CSR [Corporate Social Responsibility]. In modern procurement, tenders are no longer evaluated solely on price and quality. Organisations increasingly consider ethical, environmental, and sustainability performance as part of supplier evaluation. CSR factors include labour practices, carbon footprint, use of sustainable materials, and compliance with ethical trading standards.

Other options represent different procurement tools but are not additional evaluation factors:

* TCO [Total Cost of Ownership]: A financial analysis tool, not a tender factor.

* ITT [Invitation to Tender]: A formal document, not a factor.

* PQQ [Pre-Qualification Questionnaire]: Used for initial supplier screening, not tender evaluation.

Integrating CSR into tenders reflects the wider move towards responsible procurement. It ensures suppliers align with the buyer's values and long-term risk management priorities.

[Ref. CIPS L5M6 Study Guide, p.39 - CSR considerations in tenders]

NEW QUESTION # 81

There are three types of forecasting used in category management that require data. Which from the list below is not a type of forecasting used in category management?

- A. Price
- **B. Quantity**
- C. Supply
- D. Demand

Answer: B

Explanation:

In category management, forecasting is a critical tool for anticipating future requirements and managing supply markets. The three types of recognised forecasting are: demand forecasting (predicting organisational needs), supply forecasting (assessing availability and supplier capabilities), and price forecasting (estimating future price movements based on trends and market conditions).

"Quantity forecasting" is not recognised as a distinct type, because quantity requirements are inherently part of demand forecasting. By separating demand, supply, and price forecasts, procurement professionals gain a holistic view of market conditions, ensuring they can secure the right goods at the right time and price. Effective forecasting also reduces risk by ensuring that category strategies account for volatility, seasonality, and inflation.

Organisations that fail to forecast accurately may face supply shortages, overstocking, or missed opportunities for cost savings.

Reference: CIPS L5M6 Study Guide, p.139

NEW QUESTION # 82

Frankie Burgers operates in the UK and USA. One supplier holds a monopoly, but the item supplied is low cost. According to the Kraljic Matrix, which type of item is this?

- A. Routine
- B. Strategic
- **C. Bottleneck**
- D. Leverage

Answer: C

Explanation:

This item is classified as a Bottleneck item in the Kraljic Portfolio Matrix. Bottleneck items are low-value in terms of spend but carry high supply risk, often because there are very few suppliers or a monopoly situation.

In this case, Frankie Burgers faces a monopoly supplier, meaning supply risk is high. Even though the item is low cost, its unavailability could disrupt operations, creating significant vulnerability.

By contrast:

* Leverage items are high-value but low risk, suited for competitive sourcing.

* Strategic items are high-value and high-risk, requiring partnerships.

* Routine items are low-value and low-risk, suitable for automated procurement.

Category managers facing bottleneck items often mitigate risk through strategies such as developing alternative suppliers, stockpiling, or long-term contracts to secure continuity of supply.

[Ref. CIPS L5M6 Study Guide, p.157 - Kraljic Matrix applications]

NEW QUESTION # 83

Why would a company use a Technology Roadmap?

- A. To mitigate risks of cyber-attacks

- B. To assist in marking a tender for IT equipment
 - C. To decide between two different software providers
 - D. To help decide which technology to invest in the future

Answer: D

Explanation:

A Technology Roadmap is a planning tool used to align technological investments with business strategy. It enables organisations to evaluate current capabilities, identify emerging challenges, and plan for future technology adoption. The purpose is not just to decide between existing options but to forecast which innovations will be most valuable over time.

For instance, a company may use a roadmap to determine whether to invest in automation, artificial intelligence, or renewable energy solutions, based on expected business growth and industry trends. This ensures resources are allocated to technologies that offer long-term competitiveness.

Other options are less accurate:

- * Option A oversimplifies; technology roadmaps are not for one-off decisions.
 - * Option B is incorrect as tenders require specifications, not long-term roadmaps.
 - * Option D relates to risk management, not strategic technology planning.

Therefore, the roadmap helps businesses stay adaptive and forward-thinking, ensuring that investments made today remain relevant tomorrow.

[Ref.CIPS L5M6 Study Guide, pp.126-127 - Technology Roadmaps in category management]

NEW QUESTION # 84

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