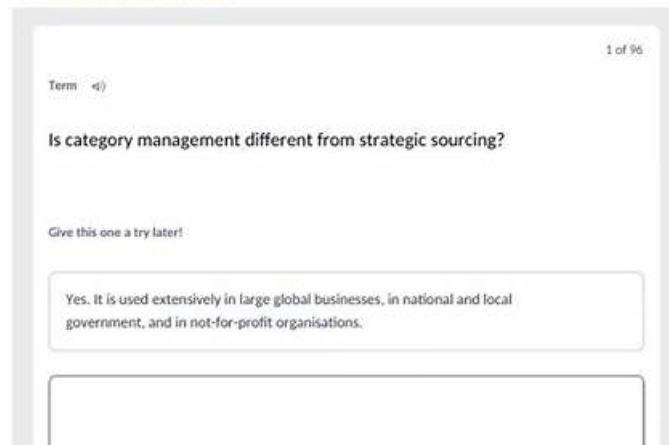


# L5M6 Updated CBT & L5M6 Flexible Testing Engine

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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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CIPS L5M6 certification is indeed a better idea before you start with the interviews. CIPS L5M6 certification will add up to your excellence in your field and leave no space for any doubts in the mind of the hiring team. But, have you thought about how can you prepare for the CIPS L5M6 Exam Questions? Do you have any idea how we can crack the nut to give wings to our dreams?

## CIPS L5M6 Exam Syllabus Topics:

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

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

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## CIPS Category Management Sample Questions (Q85-Q90):

### NEW QUESTION # 85

Which of the following are key components to the success of a CFT (cross-functional team)? Select TWO.

- A. The CFT has an articulated purpose
- B. The team has endorsement from company leadership
- C. All members have technical expertise in the area
- D. Members from at least 4 different functions are brought together

**Answer: A,B**

Explanation:

Cross-Functional Teams (CFTs) are essential in category management, as they bring together expertise from different areas of the organisation. Their success depends on having a clear, articulated purpose and endorsement from leadership to ensure authority and resource allocation. It is not necessary to have exactly four functions (the guidance suggests three or more), nor for all members to have technical expertise-CFTs should balance technical, procurement, legal, and operational knowledge. Strong leadership support ensures the team's recommendations are implemented, while a clear purpose ensures alignment and focus. Without these, CFTs risk becoming unfocused discussion groups with limited impact.

Reference: CIPS L5M6 Study Guide, p.63

### NEW QUESTION # 86

In mitigating risks within the supply chain, which two factors should be assessed when evaluating potential risks?

- A. Severity
- B. Location
- C. People involved
- D. Cost
- E. Likelihood

**Answer: A,E**

Explanation:

The two most important factors when assessing supply chain risks are Severity and Likelihood. These are typically measured on a scale [e.g., 1-5], with the product of the two giving a risk score.

\* Severity measures the potential impact on the organisation if the risk materialises. For example, supplier insolvency may severely disrupt operations.

\* Likelihood assesses the probability of the event occurring.

The combination of severity  $\times$  likelihood determines whether a risk is low, medium, or high, and informs mitigation strategies.

Other options are less central:

\* Location may influence likelihood but is a sub-factor.

\* People involved is not a formal assessment criterion.

\* Cost can be a consequence but is part of severity, not a separate factor.

Using severity and likelihood ensures risks are prioritised based on both impact and probability, allowing category managers to allocate resources effectively.

[Ref: CIPS L5M6 Study Guide, p.40 - Risk assessment and mitigation protocols]

### NEW QUESTION # 87

Joe is a Category Manager at an automobile company. Which of the following would be the best way to decide on categories in this industry?

- A. Alphabetically
- **B. By part**
- C. By spend
- D. By supplier

**Answer: B**

Explanation:

In the automobile industry, the most logical method for structuring categories is by part. Large manufacturing organisations, such as Ford or Toyota, procure thousands of parts and materials from hundreds of suppliers. To manage this complexity effectively, they segment procurement responsibilities into categories such as engines, tyres, glass, electronics, or body frames. This allows Category Managers to develop deep expertise in their assigned areas, improving supplier relationships and value delivery.

Other approaches are less effective:

\* Alphabetical categorisation is impractical and arbitrary, providing no strategic value.

\* By spend creates imbalances, as high-value categories would attract disproportionate workload and risk, leaving others underrepresented.

\* By supplier could lead to inefficiency and over-fragmentation, as suppliers often provide multiple types of products.

The study guide stresses that categorisation must allow procurement teams to be efficient, balanced, and capable of strategic focus.

By organising categories by part, managers can align more closely with engineering and production needs, ensuring better cross-functional collaboration.

[Ref: CIPS L5M6 Study Guide, p.3 - Defining categories in Category Management]

### NEW QUESTION # 88

Porter's 5 Forces is a useful tool to analyse market factors that affect profitability. Which of the following is not one of the forces?

- A. Threat of new entrants
- B. Rivalry among existing firms in the industry
- **C. Threat of buyers**
- D. Threat of substitutions

**Answer: C**

Explanation:

The correct terminology is bargaining power of buyers, not "threat of buyers". Porter's Five Forces are:

\* Threat of new entrants

\* Bargaining power of suppliers

\* Bargaining power of buyers

\* Threat of substitutes

Reference: CIPS L5M6 Study Guide, p.111

### NEW QUESTION # 89

"Survival of the fittest" is a concept in supplier relationships. Which of the following does it describe?

- A. Low focus on pricing, low focus on relationships
- B. High focus on pricing, high focus on relationships
- C. Low focus on pricing, high focus on relationships
- **D. High focus on pricing, low focus on relationships**

**Answer: D**

Explanation:

Survival of the fittest in supplier management means driving competition by focusing heavily on price reduction, with minimal emphasis on building long-term relationships. This approach treats suppliers as interchangeable, encouraging them to compete aggressively for contracts.

It can yield short-term cost savings but risks damaging supplier collaboration, innovation, and resilience. It is suitable for commodities or non-strategic items where price is the dominant factor.

Other approaches differ:

- \* Trust-based or partnership models balance price with collaboration.
- \* No-cost modelling focuses on process transparency.
- \* Strategic alliances prioritise innovation and value creation.

Category Managers must carefully choose when to apply "survival of the fittest" as it may undermine long-term supplier stability if used indiscriminately.

[Ref: CIPS L5M6 Study Guide, p.160 - Supplier relationship models]

## NEW QUESTION # 90

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