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### 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 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>
Topic 3	<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>

## CIPS Category Management Sample Questions (Q88-Q93):

### NEW QUESTION # 88

The sale of ice-cream, bikinis and sunglasses usually follows which demand pattern?

- A. Decline
- B. Stable
- C. Cyclical
- D. Growth

**Answer: C**

Explanation:

These items follow a cyclical demand pattern, meaning that sales fluctuate in predictable cycles-typically aligned with seasons or climate conditions. For example, demand peaks in summer and falls sharply in winter. Recognising cyclical patterns allows procurement professionals to plan supply and inventory effectively, avoiding both shortages during peak demand and excess stock during low demand periods. This type of forecasting is particularly important in industries such as fashion, tourism, and consumer goods.

Failing to account for cyclical demand can lead to missed sales opportunities or increased storage costs. In category management, understanding demand cycles ensures efficient resource allocation, supplier scheduling, and financial planning. It also supports collaborative planning with suppliers to ensure capacity aligns with market needs.

Reference: CIPS L5M6 Study Guide, p.143

### NEW QUESTION # 89

James works for an online retailer and has recently completed a Pareto analysis of customer complaints. He found that the top two issues were website errors and incorrect product codes. However, he is aware there are weaknesses in Pareto analysis. Which of the following are true? Select TWO.

- A. Further analysis will be needed to produce results
- B. There is no insight into root cause
- C. Pareto uses qualitative data only
- D. Pareto only identifies 20% of the issues

**Answer: A,B**

Explanation:

Pareto Analysis identifies the "vital few" issues that cause the majority of problems, usually presented as the 80/20 rule. While it is useful for prioritisation, its limitation is that it only highlights the frequency of issues and not the root causes behind them. In James's example, identifying that "website errors" are the top cause of complaints is useful, but it doesn't explain why the errors occur. Therefore, further investigation such as root cause analysis or process mapping is required to implement corrective action. Another limitation is that Pareto analysis is based on quantitative data only, not qualitative, meaning it cannot capture customer perceptions or subjective insights. This reinforces the need to use Pareto in conjunction with other diagnostic tools for effective problem solving. In practice, category managers must use Pareto as a screening tool to highlight priorities and then follow with more detailed analysis to ensure improvements are sustainable.

Reference: CIPS L5M6 Study Guide, p.93

### NEW QUESTION # 90

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. Demand
- C. Supply
- **D. Quantity**

**Answer: D**

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 # 91

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

- A. High focus on pricing, high focus on relationships
- B. Low focus on pricing, low 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 # 92

A new supplier to a marketplace is using break-even pricing to determine the price at which to sell a product. Which of the following does this type of pricing structure not consider? Select TWO.

- **A. Price elasticity**
- B. Fixed costs
- C. Variable costs
- **D. Competitors' pricing**

**Answer: A,D**

Explanation:

Break-even pricing is a method where a supplier sets a price to cover fixed and variable costs, ensuring they do not operate at a loss. However, this approach does not account for price elasticity (how sensitive demand is to price changes) or competitors' pricing strategies. This can be a weakness because while break-even ensures financial sustainability, it may not ensure competitiveness or profitability in dynamic markets.

For procurement professionals, understanding suppliers' pricing models helps in negotiation and cost management. If a supplier relies only on break-even pricing, they may either set prices too low (risking financial instability) or too high (losing market share).

Category managers must consider broader market forces, cost drivers, and customer behaviours to anticipate supplier pricing strategies. By understanding these limitations, buyers can push for more favourable terms and ensure that suppliers align with market expectations.

Reference: CIPS L5M6 Study Guide, p.180

## NEW QUESTION # 93

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