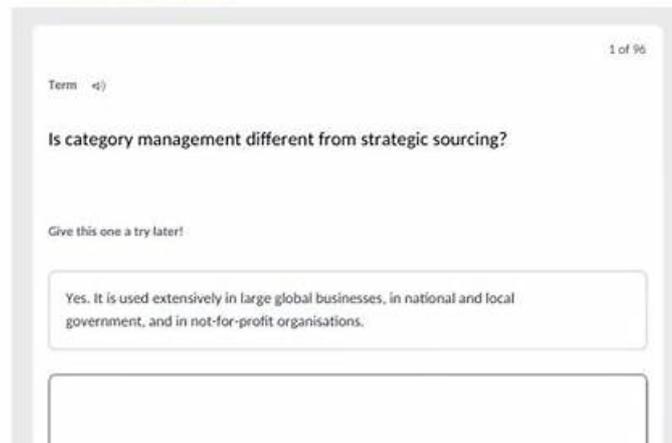# Latest L5M6 Test Format | Practice L5M6 Mock

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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!!

1 of 96

Term ◁»

Is category management different from strategic sourcing?

Give this one a try later!

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	• 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.
Topic 2	• 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	• 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.

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CIPS Category Management Sample Questions (Q68-Q73):

NEW QUESTION # 68
Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

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

Answer: B

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 # 69
Bellatricks Ltd has four main categories of spend, each headed by a Category Manager. Below is a brief outline of each:
* Category Manager 1: Has a PhD and 15 years' experience. Very competent in developing specifications. Persuasion style built on knowledge, facts, and science.
* Category Manager 2: Meets deadlines, identifies actions, achieves goals. Assertive, self-assured, articulate.
* Category Manager 3: Strong soft skills, relates well to people, builds supplier relationships.
Motivates others by being passionate and creating shared purpose.
* Category Manager 4: Creative thinker, anticipates market changes, produces quick solutions. In negotiations, they see problems from multiple perspectives.
Task:
Complete the table by identifying each Category Manager's competency and style of persuasion when negotiating with suppliers.
Each response should only be used once.

Answer:

Explanation:

Explanation:
Category Manager 1 # Competency: Functional Expert | Persuasion: Logic
This manager has a PhD, 15 years' experience and is confident developing specifications. That profile maps directly to Functional Expert-deep technical knowledge, standards, and specification ownership. In persuasion terms, the description "strong product knowledge, facts and science" signals a Logic style:
arguments are evidence-led (data, benchmarks, test results, TCO calculations). In supplier negotiations, this type will frame proposals around measurable outcomes and compliance to technical requirements, using structured evaluations and objective criteria. The benefit is credibility and clarity; the risk is over-focusing on technical detail at the expense of relationship nuance. In category work, this style suits complex, specification- driven buys (e.g., engineered components, regulated goods) where accuracy

and verification matter most.

Category Manager 2 # Competency: Results Seeker | Persuasion: Confidence

"Meets deadlines, identifies actions, achieves goals; assertive, self-assured, articulate" are classic Results Seeker cues-task focus, milestone discipline, outcome accountability. The persuasion tone is Confidence: clear asks, firm positions, and decisive proposals. In supplier meetings, this manager will set SMART targets (cost down %, on-time delivery, lead-time reduction), drive cadence (QBRs, action logs), and hold parties to commitments. The upside is momentum and delivery; the watch-out is risking supplier defensiveness if assertiveness isn't balanced with listening. This pairing works well for leverage or non-critical categories where execution speed, price movement and service levels are the primary value drivers.

Category Manager 3 # Competency: Influencer | Persuasion: Inspire

"Strong soft-skills... builds effective relationships... motivates others by being passionate and creating a shared sense of purpose" signals Influencer-credible relationship builder who aligns stakeholders and suppliers. Their persuasion style is Inspire: appeal to shared goals (innovation, sustainability, growth), energise cross-functional teams, and co-create solutions. In supplier negotiations, they'll use vision statements, win-win framing, and recognition to unlock discretionary effort (e.g., co-development, cost-out workshops, service transformation). Strengths include engagement, change adoption and long-term partnership value; risks include under-weighting hard trade-offs if not supported by clear commercial guardrails. This pairing excels in strategic or transformation initiatives where collaboration is the multiplier.

Category Manager 4 # Competency: Innovator | Persuasion: Empathy

"Creative thinker... anticipates rapid changes... produces solutions quickly... sees problems from multiple points of view" matches Innovator-future-oriented, options-generating, comfortable with ambiguity. The persuasion fit is Empathy: actively understanding counterpart drivers (capacity, risk, margin pressures), connecting dots between perspectives, and shaping proposals that address mutual needs. In practice, this manager will run design-thinking workshops, scenario planning, and pilot trials, using supplier insights to re- frame requirements (e.g., modular specs, alternative materials, new service models). The advantage is differentiated value and resilience; the risk is scope drift if ideas aren't prioritised rigorously. This pairing is powerful in volatile markets and for categories needing redesign, sustainability shifts or new tech adoption.

NEW QUESTION # 70

What is a 'black swan' event?

- A. An event that is planned for meticulously in advance
- B. A regularly occurring event
- C. An event that brings about a negative outcome
- D. An event that is random or unexpected

Answer: D

Explanation:

A black swan event is an unexpected and rare occurrence with significant impact. Examples include the 2013 horse meat scandal in the food industry, which was unforeseen and highly disruptive.
Reference: CIPS L5M6 Study Guide, p.104

NEW QUESTION # 71

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

Answer: B,C

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 # 72

Francis is a Category Manager within a large agricultural company which has over 10 categories. He believes that the Category with the largest spend (in £) is the most important category to the business. Is he correct?

- A. No - This fails to address the importance of the item to the organisation's service / product
- B. No - All categories are equally as important to the business
- C. Yes - Categories with larger budgets buy more important items
- D. Yes - A larger spend signifies that the category is buying larger volumes of items than other categories

Answer: A

Explanation:
Francis is not correct. Spend alone does not determine the importance of a category. For example, a high- spend category may include non-critical items, while a lower-spend category may include bottleneck or strategic items essential to operations. The importance of a category is determined by its impact on organisational goals and supply risk, not just spend.
Reference: CIPS L5M6 Study Guide, p.98

NEW QUESTION # 73

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