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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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.
Topic 3	<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.

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CIPS Category Management Sample Questions (Q85-Q90):

NEW QUESTION # 85

According to Porter's Five Forces, supplier power is strong in industries where which of the following is true?
[Select THREE]

- A. Forward integration is possible
- B. The product is undifferentiated
- C. Switching costs are low
- D. No substitutes are available
- E. Supplier's customers are fragmented

Answer: A,D,E

Explanation:

Supplier power is strong when buyers have fewer choices and suppliers have leverage. This occurs where:

- * No substitutes are available [A]: Buyers are locked into what suppliers provide, increasing supplier power.
- * Supplier's customers are fragmented [B]: When customers are fragmented [many small buyers], they cannot collectively negotiate, so suppliers hold more power.
- * Forward integration is possible [D]: Suppliers can bypass buyers and sell directly to the end customer, which gives them negotiating strength.

Options C and E relate more to buyer power:

- * Switching costs are low [C]: This reduces supplier power as buyers can easily move.
- * Undifferentiated products [E]: This strengthens buyer power since products are interchangeable.

[Ref: CIPS L5M6 Study Guide, p.116 - Porter's Five Forces model]

NEW QUESTION # 86

CEB Research states that there are 6 competencies which drive strategic performance in Procurement. The ability to stay calm under pressure and handle criticism is which competency?

- A. Adaptor
- B. Innovator
- C. Influencer
- D. Results seeker

Answer: A

Explanation:

The Adaptor competency reflects resilience and flexibility, particularly the ability to remain calm under pressure and handle criticism constructively. CEB Research identifies six key competencies for high-performing procurement teams: functional expert, influencer, results seeker, innovator, adaptor, and complier.

Each competency contributes to overall effectiveness. Adaptors are especially important in procurement because markets are dynamic and supplier relationships can be complex. Their ability to adjust strategies in the face of change ensures procurement remains resilient. For category managers, adaptability supports risk management, stakeholder engagement, and effective negotiation. Without this competency, procurement risks being rigid and unresponsive to changing circumstances.

Reference: CIPS L5M6 Study Guide, p.70

NEW QUESTION # 87

At which stage in the Procurement Cycle can most value be added?

- A. Specify requirements
- **B. Review**
- C. Supplier selection
- D. Negotiate and award contract

Answer: B

Explanation:

CIPS highlights that the review stage of the Procurement Cycle offers the greatest opportunity to add value.

This is because it involves assessing whether objectives have been met, identifying lessons learned, and capturing continuous improvement opportunities. While specifying requirements and supplier selection are critical, the review stage ensures that outcomes are measured against expectations and future strategies are refined. For example, reviewing contract performance may reveal contract leakage or highlight areas where better supplier engagement could drive innovation. This feedback loop transforms procurement from a transactional process into a learning system. By institutionalising review mechanisms, organisations improve their resilience and ensure that procurement strategies evolve with business needs and market changes.

Reference: CIPS L5M6 Study Guide, p.42

NEW QUESTION # 88

What are the three main enablers of successful Category Management?

- **A. People**
- B. Environment
- **C. Tools**
- **D. Technology**
- E. Place

Answer: A,C,D

Explanation:

The three key enablers are People, Tools, and Technology. Each plays a distinct but interconnected role in making category management effective:

* People: Skilled category managers and cross-functional teams provide the expertise, negotiation skills, and stakeholder engagement needed for success. Without trained professionals, strategies cannot be executed effectively.

* Tools: Analytical frameworks like Kraljic's Matrix, spend analysis, TCO, and risk assessment tools enable informed decision-making. These provide structure and evidence for procurement strategies.

* Technology: Digital platforms such as e-procurement systems, data analytics software, and supplier relationship management [SRM] tools support efficiency, transparency, and scalability.

By contrast, options such as "Place" and "Environment" are not formal enablers within CIPS's framework.

While environmental and cultural context matter, they are not listed as the three foundational enablers.

The study guide emphasises that category management can only be effective when these three enablers work together-skilled people using appropriate tools and supported by the right technology.

[Ref: CIPS L5M6 Study Guide, p.6 - Enablers of Category Management]

NEW QUESTION # 89

Which of the following is NOT one of Cialdini's principles of persuasion?

- A. Reciprocity
- **B. Inducement**
- C. Authority
- D. Scarcity

Answer: B

Explanation:

The correct answer is Inducement, which is not one of Cialdini's principles. The seven principles are:

* Reciprocity - people return favours.

* Commitment/Consistency - people stick with commitments.

- * Social Proof/Consensus - people follow others.
- * Authority - people respect expertise.
- * Liking - people are influenced by those they like.
- * Scarcity - people value what is limited.
- * Unity - people are influenced by shared identity.

Cialdini's framework is widely applied in procurement negotiations and stakeholder management. For instance, demonstrating scarcity can strengthen a supplier's case for urgency, while using authority enhances credibility during negotiations. Understanding these principles allows category managers to influence stakeholders and suppliers effectively, building alignment and driving successful outcomes.

[Ref: CIPS L5M6 Study Guide, p.66 - Cialdini's Principles of Persuasion]

NEW QUESTION # 90

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