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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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 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.

CIPS Category Management Sample Questions (Q88-Q93):

NEW QUESTION # 88

Category Strategy Development is composed of 4 key stages. Which of the following is the correct order?

- A. Develop progress tracking plan, define resources needed, roadshow, create strategic plan
- B. Develop progress tracking plan, define resources needed, create strategic plan, roadshow
- C. Roadshow, create strategic plan, define resources needed, develop progress tracking plan
- D. Create strategic plan, develop progress tracking plan, define resources needed, roadshow

Answer: D

Explanation:

The correct sequence of Category Strategy Development is:

- * Create the strategic plan - outlining objectives, tactics, and desired outcomes.
- * Develop a progress tracking plan - defining performance measures and milestones.
- * Define resources needed - identifying staff, skills, and financial support required.
- * Conduct a roadshow - presenting the strategy to stakeholders and gaining buy-in.

This order ensures strategies are clearly defined before resources are committed and that tracking mechanisms are in place to measure success. The roadshow is critical to gain organisational support and alignment, ensuring all stakeholders understand the plan and contribute to its implementation. Mis-sequencing these steps can result in wasted resources, poor engagement, or ineffective execution. Category managers must follow this structured approach to maintain accountability, transparency, and long-term success in strategy implementation.

Reference: CIPS L5M6 Study Guide, p.12

NEW QUESTION # 89

What form of procurement is Category Management?

- A. Planned
- B. Reactional
- C. Strategic
- D. Tactical

Answer: C

Explanation:

Category Management is a strategic approach to procurement. According to CIPS, it is defined as "a rigorous fact-based, end-to-end process for proactively collaborating with stakeholders to develop and implement sourcing strategies that deliver significant value from an organisation's external spend." Unlike tactical or reactive procurement, which focuses on immediate needs or firefighting,

category management emphasises long-term planning, data analysis, supplier relationships, and alignment with business objectives. It goes beyond simply planning purchases in advance [which could apply to "planned procurement"] by integrating market intelligence, risk assessment, and value optimisation.

Being strategic means that category management seeks not only cost savings but also innovation, sustainability, and resilience. It requires cross-functional collaboration and the use of analytical tools like Kraljic matrices, total cost of ownership, and supplier segmentation.

Therefore, the most accurate categorisation is strategic procurement, not merely tactical or planned.

[Ref: CIPS L5M6 Study Guide, p.2 - Category Management as a strategic approach]

NEW QUESTION # 90

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

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

Answer: D,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 # 91

In a marketplace where there is a large number of suppliers, which of the following is true?

- A. Buyer power is strong
- B. There is a low barrier to entry
- C. Buyer power is weak
- D. There is low rivalry

Answer: A

Explanation:

When many suppliers exist, buyers have multiple options, increasing their bargaining power. Suppliers must compete for contracts, shifting power toward the buyer.

[Ref: CIPS L5M6 Study Guide, p.112 - Porter's Five Forces: Buyer Power]

NEW QUESTION # 92

Category Management and Strategic Sourcing are terms which are interchangeable. Is this statement TRUE?

- A. Yes - they are synonyms and used interchangeably within most organisations
- B. No - Category Management is a tactical form of sourcing
- C. Yes - Strategic Sourcing is a type of Category Management
- D. No - Category Management is a process most effectively applied when using a recognised framework and supporting

tools

Answer: D

Explanation:

Although some organisations mistakenly use Category Management and Strategic Sourcing interchangeably, they are not the same. Strategic Sourcing is a philosophy or approach to procurement, while Category Management is a structured process, applied most effectively through recognised frameworks like Kraljic or Kearney's 7-step model. Category Management is strategic, not tactical, and focuses on long-term value creation, supply market management, and alignment with organisational objectives. A direct quote from L5M6 states: "Category Management is a process and is applied most effectively when using a recognised framework and supporting tools." This clarity ensures that organisations do not reduce Category Management to short-term sourcing exercises. Instead, it emphasises cross-functional collaboration, innovation, and market analysis to achieve sustainable value.

Reference: CIPS L5M6 Study Guide, p.49

NEW QUESTION # 93

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