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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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.

CIPS Category Management Sample Questions (Q36-Q41):

NEW QUESTION # 36

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

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

Answer: C

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 # 37

What can the IACCM help a Category Manager with?

- A. Completing benchmarking
- B. Using the correct sourcing model
- C. Analysing the market
- D. Choosing the correct supplier

Answer: B

Explanation:

The International Association for Contract Commercial Management [IACCM], now known as WorldCC, provides frameworks to help organisations select the most suitable sourcing and contracting models. For category managers, this is particularly valuable when deciding whether a transactional, relational, or investment-based model best fits the organisation's needs.

It does not directly choose suppliers or perform market analysis; rather, it guides decision-makers on the structural relationship with suppliers. For example, IACCM provides tools to decide whether to adopt outcome-based contracts, performance partnerships, or traditional transactional agreements.

Benchmarking may be a separate exercise, but sourcing models determine the governance and risk-sharing approach that underpins supplier relationships.

CIPS encourages procurement professionals to be familiar with IACCM's role, as it reinforces the need for strategic selection of sourcing models rather than a one-size-fits-all approach.

[Ref: CIPS L5M6 Study Guide, p.31 - IACCM and sourcing model selection]

NEW QUESTION # 38

What is contract leakage?

- A. The gap between proposed KPI levels and those actually achieved by the supplier
- B. When spend with a supplier is more than was stated in the contract
- C. When spend with a supplier is less than was forecast
- **D. The gap between benefits identified in the pre-award stage of the contract and those actually achieved**

Answer: D

Explanation:

Contract leakage refers to the difference between the benefits forecasted before awarding a contract and the actual benefits realised during its execution. For example, savings predicted during tendering may not materialise due to supplier underperformance, scope creep, or poor contract management. This phenomenon highlights the importance of post-contract management and continuous monitoring of supplier performance.

Category managers must ensure that expectations set during procurement are followed through by tracking delivery, compliance with terms, and value creation. Tools such as KPIs, SLAs, and audits help minimise leakage by ensuring accountability. Ultimately, failure to address leakage can lead to financial loss, reduced trust, and missed opportunities for improvement. By focusing on contract outcomes as well as initial savings, procurement ensures that strategic objectives are consistently met.

Reference: CIPS L5M6 Study Guide, p.145

NEW QUESTION # 39

Claudio wants to limit risks from supplier financial instability. Which two actions are most effective?

- **A. Have contingency plans in place**
- B. Use fewer suppliers
- C. Contract smaller businesses and start-ups
- **D. Limit spend with one supplier to 30% of external spend**

Answer: A,D

Explanation:

The most effective approaches are:

* Limiting dependence on one supplier [B]: CIPS suggests no more than 30% of spend should be concentrated with a single supplier. This reduces exposure if that supplier becomes insolvent or fails to deliver.

* Having contingency plans [D]: Preparing alternative suppliers, safety stock, or emergency logistics ensures continuity in case of failure.

Options A and C are poor practices:

* Using fewer suppliers [A]: Increases dependency, making the business more vulnerable.

* Using small start-ups exclusively [C]: Increases risk because these firms often lack financial stability.

These strategies align with broader supply risk management principles, which focus on diversification, resilience, and proactive planning. Effective category managers must balance efficiency with risk reduction, ensuring supply continuity without over-consolidating.

[Ref: CIPS L5M6 Study Guide, p.57 - Supplier risk mitigation strategies]

NEW QUESTION # 40

Yvonne is the Lead Negotiator for her Category. She is renewing a contract with an existing supplier and her negotiation technique is based on being passionate and creating a shared sense of purpose. Which negotiation style does she employ?

- A. Empathy
- **B. Inspire**
- C. Logic
- D. Confidence

Answer: B

Explanation:

The correct answer is Inspire. According to the negotiation styles outlined in the L5M6 study guide, the Inspire style is based on passion, motivation, and creating a sense of shared purpose between buyer and supplier. It focuses on appealing to the values and aspirations of the other party, encouraging collaboration and commitment beyond transactional goals.

Unlike logic [which relies on rational arguments and data] or confidence [which emphasizes authority and assertiveness], inspire creates an emotional connection that fosters trust and long-term cooperation. Empathy is another style that focuses on understanding the other party's position but does not carry the motivational dimension of "inspire." For category managers, using an inspire style can be particularly powerful when renewing contracts with long-term suppliers where collaboration, innovation, and trust are critical to value creation. It demonstrates leadership and ensures both sides are committed to mutually beneficial outcomes.

[Ref: CIPS L5M6 Study Guide, p.67 - Negotiation styles in category management]

NEW QUESTION # 41

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