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## CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>
Topic 2	<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 3	<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>

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The Itcertmaster is one of the top-rated and trusted platforms that are committed to making the Category Management (L5M6) certification exam journey successful. To achieve this objective Itcertmaster has hired a team of experienced and qualified CIPS L5M6 Exam trainers. They work together and put all their expertise to maintain the top standard of Category Management (L5M6) practice test all the time.

## CIPS Category Management Sample Questions (Q91-Q96):

### NEW QUESTION # 91

Callie is a Category Manager at a car parts manufacturer. She discovers through a SWOT analysis that many other customers are increasing short-term demand for raw materials. Which category does this fall under?

- A. Weaknesses
- **B. Threats**
- C. Strengths
- D. Opportunities

**Answer: B**

Explanation:

This situation represents a Threat within SWOT analysis. SWOT distinguishes between internal and external factors. Strengths and weaknesses are internal to the organisation, while opportunities and threats are external.

Here, the short-term spike in demand is external to Callie's business. It is also potentially harmful because increased competition for raw materials [rubber, metal, etc.] can lead to higher prices, longer lead times, and supply shortages. Therefore, this is categorised as a threat.

It cannot be an opportunity, as the increase in demand benefits suppliers rather than Callie's firm. Nor is it a strength or weakness, as those describe factors within the company such as production capabilities or financial resources.

Using SWOT in category management allows managers to anticipate and mitigate external risks while leveraging internal strengths.

Recognising this threat means Callie may develop strategies such as dual sourcing, supplier collaboration, or forward buying to reduce exposure.

[Ref: CIPS L5M6 Study Guide, p.122 - SWOT analysis in category management]

### NEW QUESTION # 92

On the BCG Matrix, what is a cash cow?

- A. Low market share, high market growth
- **B. High market share, low market growth**
- C. Low market share, low market growth
- D. High market share, high market growth

**Answer: B**

Explanation:

Within the Boston Consulting Group [BCG] Matrix, a Cash Cow represents a product or business unit that holds a high market share in a low-growth market. These products typically generate strong and stable cash flows because they dominate their markets with little new competition. Although growth opportunities are limited, these units require minimal investment and often fund other parts of the business.

For example, a well-established soft drinks brand in a mature market is a classic cash cow. While sales are stable and market share is high, growth potential is low due to saturation. This differs from:

\* Stars [high share, high growth] which require significant investment.

\* Question Marks [low share, high growth] which may or may not succeed.

\* Dogs [low share, low growth] which are often candidates for divestment.

In category management, identifying cash cows helps procurement teams prioritise efficiency and cost management, ensuring these categories remain profitable without heavy strategic input.

[Ref: CIPS L5M6 Study Guide, p.117 - BCG Matrix and procurement strategy]

### NEW QUESTION # 93

Of the following 4 types of industries, which has the lowest barriers to entry?

- **A. Restaurant**
- B. Pharmaceuticals
- C. Soft drink manufacturing
- D. Airline

**Answer: A**

Explanation:

Industries differ in terms of barriers to entry, which are obstacles that make it difficult for new competitors to enter a market. The restaurant industry has relatively low barriers-it requires less upfront capital, fewer regulatory approvals, and allows easier entry compared to industries such as airlines or pharmaceuticals. In contrast, pharmaceuticals involve stringent legal regulations, high R&D costs, and patents, while airlines require massive capital investment and regulatory compliance. The soft drinks industry, while not as capital-intensive, has strong barriers due to brand loyalty, global supply chains, and marketing costs. For procurement, recognising barriers to entry is important because it affects supply market competitiveness. In industries with low barriers like restaurants, buyer power is generally higher because new suppliers can enter easily. In high-barrier industries, suppliers hold greater power due to limited alternatives. This ties directly into Porter's Five Forces, which procurement professionals use to evaluate market attractiveness and develop category strategies.

Reference: CIPS L5M6 Study Guide, p.179

#### NEW QUESTION # 94

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

Answer: A,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 # 95

Which of the following parts of a SWOT analysis summarise activities and characteristics which are internal to the business? Select TWO.

- A. Weaknesses
- B. Threats
- C. Opportunities
- D. Strengths

Answer: A,D

Explanation:

A SWOT Analysis distinguishes between internal factors (strengths and weaknesses) and external factors (opportunities and threats). Strengths are internal capabilities, resources, or skills that give the organisation an advantage in the market-such as strong supplier relationships, unique expertise, or cost leadership.

Weaknesses are internal limitations, such as lack of investment, poor technology, or inadequate processes.

These are factors the organisation has direct control over and can improve. On the other hand, opportunities and threats are external influences outside the business's direct control, such as market trends, legislation, or competitor actions. For category management, applying SWOT allows managers to assess the current position of categories and design strategies that build on strengths and address weaknesses. This analysis also ensures that procurement strategies remain aligned with organisational goals and competitive environments. The correct recognition of internal versus external factors is essential to avoid misdiagnosis and wasted effort.

Reference: CIPS L5M6 Study Guide, p.121

## NEW QUESTION # 96

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