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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 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 3	<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.

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CIPS Category Management Sample Questions (Q42-Q47):

NEW QUESTION # 42

Salim is using the CIPS Procurement and Supply Cycle to run a tender for a new item. He needs to complete a Make vs Buy assessment. Under which stage of the cycle should this be done?

- A. Develop strategy/plan
- **B. Market/commodity and options**
- C. Develop a high-level specification
- D. Market engagement

Answer: B

Explanation:

The correct stage is Market/commodity and options [including make vs buy assessment], which is Stage 2 of the CIPS Procurement and Supply Cycle. This stage focuses on analysing the external market, internal requirements, and identifying whether to make a product in-house or source it externally.

A Make vs Buy assessment helps determine whether the organisation has the capacity, skills, and resources to produce the item internally, or whether outsourcing would deliver greater value. Factors such as cost, risk, quality, lead time, and strategic alignment are evaluated.

Other stages differ:

- * High-level specification [Stage 1]: Focuses on defining what is needed, not sourcing decisions.
- * Develop strategy/plan [Stage 3]: Comes after options are analysed, where the sourcing path is chosen.
- * Market engagement [Stage 4]: Involves engaging suppliers, which cannot happen until the Make vs Buy decision is made.

This makes Stage 2 the most accurate point for such an assessment.

[Ref. CIPS L5M6 Study Guide, pp.35-36 - Procurement Cycle, Make vs Buy analysis]

NEW QUESTION # 43

Which of the following approaches to managing cost, common in Category Management, results in the most reduced costs from suppliers and increased value?

- A. Price management
- B. Price acceptance
- C. Cost-down
- **D. Cost-out**

Answer: D

Explanation:

Cost-out is the most effective approach for reducing supplier costs while increasing value. It involves redesigning products or services collaboratively with suppliers to eliminate costs before they occur. For example, altering product design to use fewer materials can reduce overall costs without compromising quality. This differs from price acceptance (simply accepting a supplier's offer), price management (controlling or negotiating pricing), or cost-down (gradual cost reduction). Cost-out is proactive and strategic, focusing on long-term value creation rather than short-term savings. For category managers, adopting cost-out strategies requires close supplier collaboration, innovation, and joint investment in process improvements.

Reference: CIPS L5M6 Study Guide, p.79

NEW QUESTION # 44

Jam Incorporated requires raw materials to be delivered from suppliers. One particular ingredient is a high supply risk and the strategy of the company is to hold inventory as a contingency. Which type of item is this?

- A. Strategic
- B. Non-critical
- C. Leverage
- **D. Bottleneck**

Answer: D

Explanation:

This is a bottleneck item. According to the Kraljic Matrix, bottleneck items are characterized by high supply risk and low profit impact, which makes them difficult to source. Holding contingency stock is a recommended strategy for such items.

Reference: CIPS L5M6 Study Guide, p.97

NEW QUESTION # 45

ABC Ltd is a manufacturer of hi-tech IT equipment and is operating in an industry set to grow substantially over the next 10 years. What type of industry could this be described as?

- A. Dog industry
- B. Cow industry
- **C. Bull industry**
- D. Bear industry

Answer: C

Explanation:

A bull industry is one that is experiencing sustained growth, driven by technological innovation, consumer demand, or favourable market conditions. The opposite is a bear industry, which is in decline. The terms are borrowed from stock market language but are also used in category management to describe the overall trajectory of an industry. For ABC Ltd, operating in a bull industry means it must prepare for higher demand, increased competition, and potential supplier shortages. This requires a proactive category strategy that focuses on securing long-term supplier relationships, investing in innovation, and managing risks associated with rapid growth. Recognising industry cycles ensures that procurement strategies are forward-looking and aligned with long-term organisational objectives. Misclassifying an industry's trajectory could lead to missed investment opportunities or poor resource allocation.

Reference: CIPS L5M6 Study Guide, p.150

NEW QUESTION # 46

What is the purpose of a Category Board?

- A. To mitigate all risks
- B. To select the Category Manager
- C. To approve spending over a certain amount
- **D. To develop and implement a category strategy**

Answer: D

Explanation:

A Category Board [sometimes called a Category Council or Committee] is a cross-functional group of stakeholders responsible for overseeing the development and implementation of a category strategy. It brings together representatives from procurement, finance, operations, and other relevant departments to ensure that sourcing decisions align with overall business objectives.

While boards may also review spending or risk, their main role is strategic governance. They provide input into category planning, approve strategies, resolve conflicts, and ensure stakeholder buy-in. This collaboration is essential, as category management is a cross-functional discipline that cannot succeed if procurement operates in isolation.

Options A and B are too narrow, while option D is unrealistic-no body can "mitigate all risks." Instead, the board ensures risks are recognised and addressed within the strategy.

The study guide highlights the importance of such structures in embedding category management within an organisation's governance framework.

[Ref: CIPS L5M6 Study Guide, pp.614 - Category Boards and governance in category management]

NEW QUESTION # 47

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