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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 (Q84-Q89):

NEW QUESTION # 84

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, recognizing 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 # 85

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

[Select THREE]

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

Answer: A,B,D

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

Barb is a Category Manager at XYZ Logistics. She is putting together a Category Plan. Which of the following sections should she include? Select THREE.

- A. Category risks
- B. Supply market analysis
- C. HR information on the team
- D. Category objectives
- E. History of the category

Answer: A,B,D

Explanation:

A Category Plan is a strategic document that sets out how a category will be managed to deliver organisational objectives. It typically includes:

* Supply market analysis to understand supplier dynamics, competition, and risks.

* Category objectives, which align with organisational strategy and specify what procurement aims to achieve.

* Category risks, which outline potential threats and mitigation strategies.

HR information and a full history of the category are not required, as the plan is forward-looking, focusing on strategy rather than operational details. While historical context may be summarised in an executive overview, it does not form a full section. A well-structured Category Plan supports better decision-making, stakeholder engagement, and ensures consistent management of spend. It provides a roadmap for how value will be captured, risks managed, and supplier relationships developed. Without it, category management risks becoming reactive and fragmented.

Reference: CIPS L5M6 Study Guide, p.10

NEW QUESTION # 87

Which of the following can be used to group categories for Category Management within an organisation?

- A. Kraljic Matrix
- B. ISO9001
- C. UNSPC
- D. WTO Guidelines

Answer: C

Explanation:

The United Nations Standard Products and Services Code (UNSPC) provides a universal taxonomy for classifying goods and services. Some organisations adopt UNSPC as a standard way of grouping categories for procurement, while others create their own frameworks tailored to business needs. Unlike tools such as the Kraljic Matrix, which is used to assess risk and value, UNSPC is a classification system designed for spend categorisation and reporting. Using standardised codes ensures better data consistency, benchmarking, and spend visibility across organisations, especially in global supply chains. By adopting UNSPC, procurement teams can reduce ambiguity in spend analysis and ensure categories are aligned with recognised frameworks.

Reference: CIPS L5M6 Study Guide, p.3

NEW QUESTION # 88

Which of the following approaches to cost is the least transparent?

- A. Cost out
- B. Price acceptance
- C. Price management

- D. Cost down

Answer: B

Explanation:

Price acceptance is the least transparent approach because the buyer simply accepts the supplier's quoted price without investigating its basis or fairness. There is no visibility into the supplier's cost structure, margins, or pricing methodology.

By contrast:

- * Price management involves actively managing pricing discussions.
- * Cost down involves collaborative efforts to reduce costs after production.
- * Cost out involves eliminating costs before production through design.

[Ref CIPS L5M6 Study Guide, p.81 - Costing methods]

NEW QUESTION # 89

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