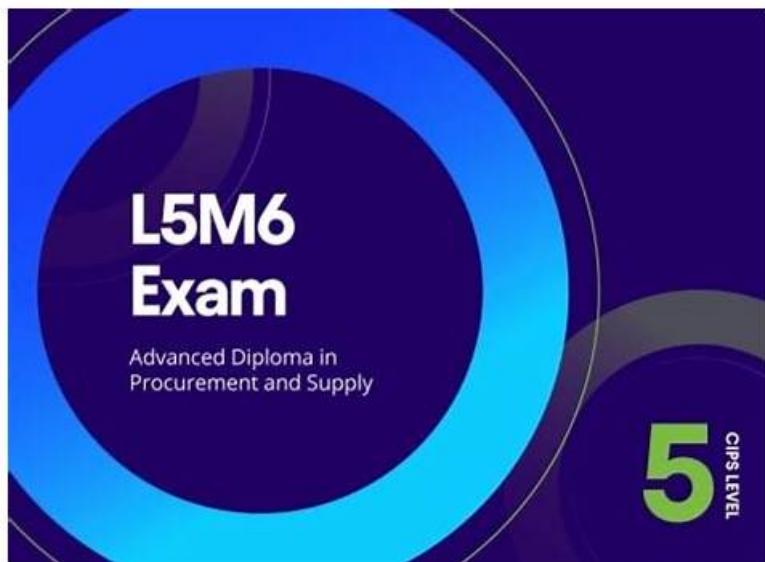


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CIPS L5M6 Exam Syllabus Topics:

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 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 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.

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CIPS Category Management Sample Questions (Q15-Q20):

NEW QUESTION # 15

Frankie Burgers operates in the UK and USA. One supplier holds a monopoly, but the item supplied is low cost. According to the Kraljic Matrix, which type of item is this?

- A. Strategic
- **B. Bottleneck**
- C. Leverage
- D. Routine

Answer: B

Explanation:

This item is classified as a Bottleneck item in the Kraljic Portfolio Matrix. Bottleneck items are low-value in terms of spend but carry high supply risk, often because there are very few suppliers or a monopoly situation.

In this case, Frankie Burgers faces a monopoly supplier, meaning supply risk is high. Even though the item is low cost, its unavailability could disrupt operations, creating significant vulnerability.

By contrast:

- * Leverage items are high-value but low risk, suited for competitive sourcing.
- * Strategic items are high-value and high-risk, requiring partnerships.
- * Routine items are low-value and low-risk, suitable for automated procurement.

Category managers facing bottleneck items often mitigate risk through strategies such as developing alternative suppliers, stockpiling, or long-term contracts to secure continuity of supply.

[Ref: CIPS L5M6 Study Guide, p.157 - Kraljic Matrix applications]

NEW QUESTION # 16

Polygon Ltd is a buyer of components. Jeff, a Category Manager at Polygon, is analysing buyer strength in this marketplace to determine his procurement strategy. Which of the following would increase buyer strength?

- A. Fewer suppliers in the marketplace
- B. Low levels of substitute
- C. High level of inflation
- **D. Placing larger order quantities**

Answer: D

Explanation:

Buyer strength increases when order volumes are large, as this gives leverage in negotiations and can improve pricing and terms. The other options do not necessarily strengthen buyer power.

Reference: CIPS L5M6 Study Guide, p.112

NEW QUESTION # 17

Caleb is completing a risk assessment on his supply chain using a matrix categorising risks on a scale of 1-5. He identifies one risk with a score of 2. Which category of risk would this fall into?

- A. Main
- B. Moderate
- **C. Minor**
- D. Major

Answer: C

Explanation:

Risk assessments in procurement often use a likelihood \times severity matrix. Risks are scored on scales from 1-5, and the scores are multiplied. A score of 2 indicates a minor risk with low impact and/or low probability.

For comparison, risks with scores in the upper range (e.g., 20-25) are considered major risks that demand immediate mitigation. Minor risks, although not ignored, are often monitored rather than heavily resourced.

This structured approach ensures procurement teams focus resources on the most significant threats while still maintaining oversight of low-level risks. By categorising risks this way, category managers create clarity for decision-makers and align procurement risk management with enterprise-wide frameworks.

Reference: CIPS L5M6 Study Guide, p.56

NEW QUESTION # 18

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

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

Answer: A,C

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 # 19

Which of the following is an example of a supply chain risk? Select TWO.

- A. A cargo ship is delayed due to strike action at a port of entry
- B. Badly defined T&Cs in a contract cause a supplier to fail to deliver services effectively
- C. Lightning strikes the organisation's HQ
- D. A consultant provides bad advice to a client as they are unaware of a legislation change

Answer: A,B

Explanation:

Supply chain risks are risks that involve suppliers or logistics networks and have a direct impact on procurement performance. Poorly defined contract terms (Option A) may cause service failure, while delays due to port strikes (Option D) disrupt inbound logistics. These are classic supply chain risks because they are linked to supplier performance or external logistics factors. By contrast, lightning striking HQ is an internal operational risk, and a consultant giving poor advice is a professional service risk rather than a direct supply chain issue. For procurement, identifying supply chain risks is critical to developing mitigation strategies such as alternative suppliers, buffer stock, or stronger contractual clauses. Risk assessment frameworks like the likelihood/severity matrix help prioritise which risks to address first.

Reference: CIPS L5M6 Study Guide, p.56

NEW QUESTION # 20

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