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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>

## CIPS Category Management Sample Questions (Q18-Q23):

### NEW QUESTION # 18

In A.T. Kearney's 7 Step Model of Strategic Sourcing, which of the following should be done first?

- A. Continuous benchmarking of supply market
- **B. Supplier portfolio generation**
- C. Competitive supplier selection
- D. Selection of implementation path

**Answer: B**

Explanation:

The first step in A.T. Kearney's 7 Step Model of Strategic Sourcing is Supplier Portfolio Generation. The model provides a structured approach to sourcing, beginning with an understanding of current spend and supplier landscape before progressing to strategy development and implementation.

The seven steps are:

- \* Profile spend and supply base.
- \* Develop sourcing strategy and cost comparison.
- \* Generate supplier portfolio.
- \* Select implementation path.
- \* Select competitive suppliers.
- \* Integrate operations with suppliers.
- \* Continuously benchmark supply market.

The reason supplier portfolio generation is first is because procurement must identify potential suppliers and the overall supply base structure before choosing strategies or engaging in competitive selection. Skipping this step risks building a strategy without understanding available market options.

Thus, while options C and D are important later in the process, they cannot occur without first mapping the supplier portfolio.

[Ref: CIPS L5M6 Study Guide, Chapter 1.2 - Strategic Sourcing Models, esp. p.31-32]

### NEW QUESTION # 19

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

**Answer: A**

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 # 20

At which stage in the Procurement Cycle can most value be added?

- A. Negotiate and award contract
- **B. Review**
- C. Supplier selection
- D. Specify requirements

**Answer: B**

Explanation:

CIPS highlights that the review stage of the Procurement Cycle offers the greatest opportunity to add value.

This is because it involves assessing whether objectives have been met, identifying lessons learned, and capturing continuous improvement opportunities. While specifying requirements and supplier selection are critical, the review stage ensures that outcomes are measured against expectations and future strategies are refined. For example, reviewing contract performance may reveal contract leakage or highlight areas where better supplier engagement could drive innovation. This feedback loop transforms procurement from a transactional process into a learning system. By institutionalising review mechanisms, organisations improve their resilience and ensure that procurement strategies evolve with business needs and market changes.

Reference: CIPS L5M6 Study Guide, p.42

## NEW QUESTION # 21

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

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

**Answer: D**

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 # 22

Teddy Ltd has created a virtual cross-functional procurement team across divisions. What could become a barrier to success?

- A. Time
- B. Cost
- **C. Language and use of acronyms**
- D. Geography

**Answer: C**

Explanation:

The key barrier is language and the use of acronyms. In cross-functional, international, or virtual teams, communication challenges can hinder collaboration. Procurement often uses specialised terminology and acronyms that other functions or non-native speakers may not fully understand. This can create confusion, misalignment, and inefficiency.

Geography is less of an issue in virtual teams, as digital platforms enable collaboration across locations. Time and cost can be challenges, but the study guide specifically identifies language and acronyms as barriers.

Effective category managers overcome this by using clear, simple communication and ensuring shared understanding of procurement terms. This reduces misunderstandings and ensures that all team members- finance, engineering, operations-can contribute effectively.

Cross-functional teamwork is central to category management success, but only if barriers to collaboration are proactively addressed.

[Ref: CIPS L5M6 Study Guide, p.64 - Cross-functional teams and barriers]

## NEW QUESTION # 23

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