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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 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 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 (Q12-Q17):

NEW QUESTION # 12

Porter's 5 Forces is a useful tool to analyse market factors that affect profitability. Which of the following is not one of the forces?

- A. Rivalry among existing firms in the industry
- B. Threat of substitutions
- C. Threat of new entrants
- D. Threat of buyers

Answer: D

Explanation:

The correct terminology is bargaining power of buyers, not "threat of buyers". Porter's Five Forces are:

- * Threat of new entrants
- * Bargaining power of suppliers
- * Bargaining power of buyers
- * Threat of substitutes

Reference: CIPS L5M6 Study Guide, p.111

NEW QUESTION # 13

Category Management and Strategic Sourcing are terms which are interchangeable. Is this statement TRUE?

- A. Yes - they are synonyms and used interchangeably within most organisations
- B. Yes - Strategic Sourcing is a type of Category Management
- C. No - Category Management is a tactical form of sourcing
- D. No - Category Management is a process most effectively applied when using a recognised framework and supporting tools

Answer: D

Explanation:

Although some organisations mistakenly use Category Management and Strategic Sourcing interchangeably, they are not the same. Strategic Sourcing is a philosophy or approach to procurement, while Category Management is a structured process, applied most effectively through recognised frameworks like Kraljic or Kearney's 7-step model. Category Management is strategic, not tactical, and focuses on long-term value creation, supply market management, and alignment with organisational objectives. A direct quote from L5M6 states: "Category Management is a process and is applied most effectively when using a recognised framework and supporting tools." This clarity ensures that organisations do not reduce Category Management to short-term sourcing exercises. Instead, it emphasises cross-functional collaboration, innovation, and market analysis to achieve sustainable value.

Reference: CIPS L5M6 Study Guide, p.49

NEW QUESTION # 14

The process of designing a product with a trusted supplier in order to eliminate costs that may appear at the delivery stage is known as which cost management strategy?

- A. Cost engineering
- B. Cost down
- C. Cost acceptance
- **D. Cost out**

Answer: D

Explanation:

The correct term is Cost Out, a proactive cost management approach where the buyer collaborates with the supplier during the design phase to eliminate unnecessary costs before they arise. This ensures efficiency and value creation throughout the product lifecycle. For example, designing packaging to minimise waste or using standardised components to avoid expensive customisation. This differs from:

* Cost acceptance, where the buyer accepts the supplier's price without analysis.

* Cost engineering, a broader process of optimising costs through design and process evaluation.

* Cost down, which typically involves reducing costs after production by analysing processes, renegotiating contracts, or improving efficiency.

Cost Out is especially relevant for strategic or high-value categories where innovation and collaboration with suppliers can generate long-term savings. It is consistent with category management's emphasis on strategic supplier partnerships.

[Ref: CIPS L5M6 Study Guide, p.80 - Cost Out vs Cost Down strategies]

NEW QUESTION # 15

'Kaizen' is a Japanese term used frequently in the manufacturing industry. What does it refer to?

- A. Cost Reduction
- B. Sustainability
- **C. Continuous Improvement**
- D. Supplier Relationship Management

Answer: C

Explanation:

Kaizen translates to "continuous improvement" in Japanese. It is a philosophy that encourages making small, incremental changes that collectively lead to significant performance enhancements over time. Within procurement and category management, Kaizen focuses on ongoing collaboration with suppliers to identify ways to reduce waste, improve quality, and optimise processes. Unlike one-off cost-reduction initiatives, Kaizen is embedded in the organisational culture and requires engagement from all levels of the supply chain.

For example, small adjustments in packaging design might reduce material use, leading to cost savings and environmental benefits.

This approach fosters long-term supplier partnerships and supports innovation. In competitive markets, organisations that adopt Kaizen are more resilient and adaptable, making it a key concept for category managers to understand.

Reference: CIPS L5M6 Study Guide, p.40

NEW QUESTION # 16

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

Answer: A,C,E

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 # 17

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