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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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 (Q20-Q25):

NEW QUESTION # 20

In order for Category Management to succeed, is business commitment and stakeholder buy-in essential?

- A. No - commitment is only required for high-spend categories
- B. No - categories work independently of each other
- C. Yes - must be endorsed and supported by top management
- D. Yes - because it is tactical and requires cross-functional teamwork

Answer: C

Explanation:

The correct answer is Yes - business commitment and top management endorsement is essential.

Category management is a strategic approach that requires cross-functional collaboration and long-term alignment with business objectives. Without commitment from senior leadership, procurement lacks the authority, resources, and stakeholder engagement necessary to implement effective category strategies.

Option B is incorrect because category management is strategic, not merely tactical. Options C and D underestimate the interdependence of categories and the need for broad business support. Even low-spend categories can carry risks or opportunities requiring strategic oversight.

CIPS emphasises that full endorsement by senior management ensures stakeholder buy-in, smooth adoption of new processes, and maximisation of category benefits. Lack of support often results in fragmented efforts, limited compliance, and failure to achieve intended value.

[Ref: CIPS L5M6 Study Guide, p.46 - Importance of stakeholder commitment]

NEW QUESTION # 21

In a Sourcing Business Model, stakeholders must answer key questions to determine the right model. Which are the most important?

- A. What factors form part of the total cost of ownership?
- B. What is the most appropriate economic model?
- C. How much risk does the company wish to take?
- D. What is the most appropriate contractual relationship?

Answer: B,D

Explanation:

In deciding the correct Sourcing Business Model, stakeholders must clarify two fundamental issues:

* The most appropriate contractual relationship [C]: This could be transactional [short-term, cost- focused], relational [long-term collaboration], or investment-based [joint ventures, alliances]. The choice defines how risks and rewards are shared with suppliers.

* The most appropriate economic model [D]: This determines the pricing and performance framework, e.g., transactional [pay-per-unit], output-based, or outcome-based [pay-for-results].

Options A and B are important but secondary considerations. Risk appetite and TCO factors are inputs to decision-making, but the contractual and economic models define the overall sourcing structure.

This reflects the study guide's emphasis that sourcing models should be tailored to category complexity and business objectives.

Using the wrong model can undermine supplier relationships and value delivery.

[Ref: CIPS L5M6 Study Guide, p.32 - Key questions in Sourcing Business Models]

NEW QUESTION # 22

Which of the following is NOT one of Cialdini's principles of persuasion?

- A. Authority
- B. Scarcity
- C. Reciprocity
- D. Inducement

Answer: D

Explanation:

The correct answer is Inducement, which is not one of Cialdini's principles. The seven principles are:

- * Reciprocity - people return favours.
- * Commitment/Consistency - people stick with commitments.
- * Social Proof/Consensus - people follow others.
- * Authority - people respect expertise.
- * Liking - people are influenced by those they like.
- * Scarcity - people value what is limited.
- * Unity - people are influenced by shared identity.

Cialdini's framework is widely applied in procurement negotiations and stakeholder management. For instance, demonstrating scarcity can strengthen a supplier's case for urgency, while using authority enhances credibility during negotiations.

Understanding these principles allows category managers to influence stakeholders and suppliers effectively, building alignment and driving successful outcomes.

[Ref: CIPS L5M6 Study Guide, p.66 - Cialdini's Principles of Persuasion]

NEW QUESTION # 23

Which of the following are legal aspects of a contract a Procurement Manager should know?

- A. Liabilities
- B. Intellectual Property
- C. Sustainability
- D. TUPE
- E. Relationship management

Answer: A,B,D

Explanation:

The three correct legal aspects are:

- * Liabilities [C]: Define responsibility for damages, breaches, or non-performance.
- * Intellectual Property [D]: Protects innovations, designs, and brand assets in supplier agreements.
- * TUPE [E]: Transfer of Undertakings [Protection of Employment], a UK law ensuring employees retain rights when transferred between companies.

While sustainability and relationship management are important procurement considerations, they are not specifically legal aspects of contracts. Legal knowledge ensures procurement professionals protect their organisations from financial, reputational, and operational risks.

TUPE is particularly relevant in outsourcing agreements, where staff may move from one employer to another. Procurement managers must ensure compliance with local employment laws to avoid legal disputes.

CIPS stresses that category managers should not act as lawyers but must have sufficient legal awareness to identify risks and escalate issues to legal specialists.

[Ref: CIPS L5M6 Study Guide, p.57 - Legal aspects in procurement contracts]

NEW QUESTION # 24

Penelope works for an international manufacturer. Which categories are most likely to be outsourced?

- A. Facilities management
- B. Operations
- C. Raw materials
- D. Warehousing
- E. Marketing services

Answer: A,E

Explanation:

The categories most likely to be outsourced are Marketing services and Facilities Management [FM].

These are examples of indirect spend categories where external providers often offer specialist expertise, cost efficiency, and scalability.

CIPS identifies five indirect categories frequently outsourced: Marketing, Facilities Management, IT /Communications, Human Resources, and MRO [Maintenance, Repairs, Operations]. Outsourcing these allows organisations to focus internal resources on core competencies such as manufacturing or R&D.

Raw materials, warehousing, and operations are typically core to production and therefore managed internally or strategically sourced, rather than fully outsourced. While warehousing may sometimes be outsourced [3PL], it is not listed among the primary categories in the study guide.

Outsourcing decisions must balance cost, risk, and strategic importance. For example, outsourcing FM reduces overheads while ensuring professional management of buildings and services, whereas marketing agencies provide creativity and campaign expertise. [Ref: CIPS L5M6 Study Guide, pp.46-47 - Categories commonly outsourced]

NEW QUESTION # 25

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