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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.

CIPS Category Management Sample Questions (Q76-Q81):

NEW QUESTION # 76

In Category Management, which of the following Models can be used for creating a step-by-step plan for Strategic Sourcing?

- A. The Pareto Principle
- B. Kraljic Matrix
- C. Kearney's 7 Step Model
- D. Porter's 5 Forces

Answer: C

Explanation:

Kearney's 7 Step Strategic Sourcing Model provides a structured, step-by-step approach for managing sourcing activities. The steps include profiling the category, assessing the supply market, developing sourcing strategies, and implementing them. This model ensures that sourcing is systematic, evidence-based, and aligned with strategic objectives. Unlike tools such as the Kraljic Matrix, which classifies items by risk and impact, Kearney's model provides an end-to-end process framework for sourcing execution. Similarly, Pareto and Porter's 5 Forces are useful analytical tools but not procedural sourcing frameworks. For category managers, the Kearney Model is valuable because it emphasises cross-functional collaboration, data-driven decision-making, and continuous improvement. Its structured approach reduces risks of ad-hoc decision-making and ensures alignment with organisational goals. This is why it is a central feature of L5M6 study material and often tested in exams.

Reference: CIPS L5M6 Study Guide, p.28-29

NEW QUESTION # 77

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

[Select THREE]

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

Answer: B,C,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 # 78

Jonah is a Procurement Specialist responsible for a sub-category of work which includes procuring skilled labour for construction. Sub-categories can also be known as what within a Category?

- A. Lots
- B. Divisions
- C. **Commodities**
- D. Sets

Answer: C

Explanation:

Within Category Management, sub-categories are often referred to as commodities. These are narrower groupings within a category that focus on specific goods or services. For example, within the Construction category, commodities might include raw materials, subcontracted labour, or specialist equipment hire.

Recognising commodities helps procurement apply tailored strategies that address their specific market dynamics and risk profiles. It also provides clarity when developing category plans, as different commodities may require different sourcing and supplier management approaches. By managing at both category and commodity levels, organisations can strike a balance between broad strategic alignment and detailed tactical execution.

Reference: CIPS L5M6 Study Guide, p.52

NEW QUESTION # 79

A new supplier to a marketplace is using break-even pricing to determine the price at which to sell a product.

Which of the following does this type of pricing structure not consider? Select TWO.

- A. **Competitors' pricing**
- B. Fixed costs
- C. Variable costs
- D. **Price elasticity**

Answer: A,D

Explanation:

Break-even pricing is a method where a supplier sets a price to cover fixed and variable costs, ensuring they do not operate at a loss. However, this approach does not account for price elasticity (how sensitive demand is to price changes) or competitors' pricing strategies. This can be a weakness because while break-even ensures financial sustainability, it may not ensure competitiveness or profitability in dynamic markets.

For procurement professionals, understanding suppliers' pricing models helps in negotiation and cost management. If a supplier relies only on break-even pricing, they may either set prices too low (risking financial instability) or too high (losing market share).

Category managers must consider broader market forces, cost drivers, and customer behaviours to anticipate supplier pricing strategies. By understanding these limitations, buyers can push for more favourable terms and ensure that suppliers align with market expectations.

Reference: CIPS L5M6 Study Guide, p.180

NEW QUESTION # 80

A list of direct costs within a manufacturing organisation could be found on which of the following?

- A. Specification
- B. SWOT Analysis
- C. Profit and Loss Account

- **D. Bill of Materials**

Answer: D

Explanation:

A Bill of Materials [BoM] lists the components, raw materials, and parts required to produce a product.

These represent direct costs as they directly contribute to the finished item. While labour and overheads may also be direct costs, they are not usually in the BoM.

[Ref: CIPS L5M6 Study Guide, p.83 - Direct vs Indirect Costs]

NEW QUESTION # 81

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