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### CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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>
Topic 3	<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>

## CIPS Category Management Sample Questions (Q52-Q57):

### NEW QUESTION # 52

Which of the following approaches to managing cost, common in Category Management, results in the most reduced costs from suppliers and increased value?

- A. Price management
- B. Cost-down
- C. Price acceptance
- **D. Cost-out**

**Answer: D**

Explanation:

Cost-out is the most effective approach for reducing supplier costs while increasing value. It involves redesigning products or services collaboratively with suppliers to eliminate costs before they occur. For example, altering product design to use fewer materials can reduce overall costs without compromising quality. This differs from price acceptance (simply accepting a supplier's offer), price management (controlling or negotiating pricing), or cost-down (gradual cost reduction). Cost-out is proactive and strategic, focusing on long-term value creation rather than short-term savings. For category managers, adopting cost-out strategies requires close supplier collaboration, innovation, and joint investment in process improvements.

Reference: CIPS L5M6 Study Guide, p.79

### NEW QUESTION # 53

Peak Pricing is also known as which other type of pricing model?

- **A. Dynamic pricing**
- B. Penetration pricing
- C. Limit pricing
- D. Price skimming

**Answer: A**

Explanation:

Peak pricing is another term for dynamic pricing, where the cost of a product or service changes in response to fluctuations in demand and market conditions. A common example is airline ticket pricing, where fares increase during peak travel periods and drop during off-peak times.

Dynamic pricing relies on market data, technology, and sometimes artificial intelligence to adjust prices in real-time. It maximises revenue by capturing higher margins during periods of strong demand while stimulating sales when demand weakens.

Other options are different strategies:

\* Penetration pricing involves initially low prices to gain market entry.

\* Limit pricing aims to deter new entrants by setting prices low enough to discourage competition.

\* Price skimming involves launching at a high price, then gradually lowering it as demand declines.

In category management, understanding pricing models like dynamic pricing helps procurement anticipate supplier pricing strategies and develop negotiation tactics.

[Ref: CIPS L5M6 Study Guide, pp.180-182 - Pricing models and procurement]

#### NEW QUESTION # 54

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

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

**Answer: D,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 # 55

Which of the following are benefits of Category Management? Select THREE.

- A. Fewer Supplier Contracts
- B. Innovation
- C. Less Staff Required
- D. Improved Supplier Relations
- E. Better Use of IT Systems

**Answer: A,B,D**

Explanation:

Category Management delivers multiple benefits for organisations, including:

\* Fewer supplier contracts, achieved by consolidating spend and reducing fragmentation.

\* Improved supplier relations, as suppliers are engaged strategically rather than transactionally, enabling stronger collaboration.

\* Increased innovation, which arises when procurement works closely with suppliers to develop new solutions and efficiencies.

Other benefits highlighted by CIPS include better pricing, improved terms and conditions, stakeholder satisfaction, enhanced risk management, and improved spend visibility. The incorrect options-"less staff required" and "better use of IT systems"-may result indirectly from streamlined procurement, but they are not primary benefits recognised in the category management framework. The true value of category management lies in shifting procurement from a transactional function to a strategic enabler of value. By grouping spend into categories and applying tailored strategies, organisations achieve economies of scale, better market intelligence, and stronger alignment with business objectives.

Reference: CIPS L5M6 Study Guide, p.6

#### NEW QUESTION # 56

The sale of ice-cream, bikinis and sunglasses usually follows which demand pattern?

- A. Decline
- B. Cyclical
- C. Stable
- D. Growth

**Answer: B**

Explanation:

These items follow a cyclical demand pattern, meaning that sales fluctuate in predictable cycles-typically aligned with seasons or climate conditions. For example, demand peaks in summer and falls sharply in winter. Recognising cyclical patterns allows procurement professionals to plan supply and inventory effectively, avoiding both shortages during peak demand and excess stock during low demand periods. This type of forecasting is particularly important in industries such as fashion, tourism, and consumer goods.

Failing to account for cyclical demand can lead to missed sales opportunities or increased storage costs. In category management, understanding demand cycles ensures efficient resource allocation, supplier scheduling, and financial planning. It also supports collaborative planning with suppliers to ensure capacity aligns with market needs.

Reference: CIPS L5M6 Study Guide, p.143

## NEW QUESTION # 57

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