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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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.

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CIPS Category Management Sample Questions (Q71-Q76):

NEW QUESTION # 71

Randoxx Ltd is a manufacturing company which has four main categories of expenditure:

* Category 1: The market of this category is highly innovative and has rapidly changed over the past five years. There are many suppliers who provide similar products at similar price points.

* Category 2: This category of spend is for highly specialised products and it is important to Randoxx that the products are carbon neutral. Because of this, there is a reduced number of suppliers who provide products to this category and Randoxx has little influence over the price that they pay.

* Category 3: This category of spend is for natural resources which are only found in very few parts of the world. Because of this Randoxx imports all of these items from one country abroad and currency fluctuations have a huge impact on the profit margin of this category spend.

* Category 4: This is a highly technical product which has a patent. It is used in the creation of laptops and phones and it would be impossible to make these with a different product. Due to the growing population Randoxx forecasts that demand for this product will increase.

Task:

Complete the table below by identifying each category's Porter's Force driver and STEEPLE factor challenge. Each response should be used only once.

Randoxx Ltd - Drag & Drop Table

Category	Porter's Force	STEEPLE Factor
Category 1	—	—
Category 2	—	—
Category 3	—	—
Category 4	—	—

Options to Place

Porter's Forces	STEEPLE Factors
Threat of New Entrants - Low	Technological
Threat of Substitutes - Low	Social
Bargaining Power of Buyer - Low	Economic
Competitive Rivalry - High	Environmental

Answer:

Explanation:

Randoxx Ltd - Drag & Drop Table

Category	Porter's Force	STEEPLE Factor
Category 1	Competitive Rivalry - High	Technological
Category 2	Bargaining Power of Buyer - Low	Environmental
Category 3	Threat of Substitutes - Low	Economic
Category 4	Threat of New Entrants - Low	Social

Options to Place

Porter's Forces	STEEPLE Factors
Threat of New Entrants - Low	Technological
Threat of Substitutes - Low	Social
Bargaining Power of Buyer - Low	Economic
Competitive Rivalry - High	Environmental

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Explanation:

A close-up of a questionnaire AI-generated content may be incorrect.

Randoxx Ltd - Completed Drag & Drop Question

Match each Category with the Correct Porter's Force & STEEPLE Factor

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Category	Porter's Force	STEEPLE Factor
Category 1	Competitive Rivalry - High	Technological
Category 2	Bargaining Power of Buyer - Low	Environmental
Category 3	Threat of Substitutes - Low	Economic
Category 4	Threat of New Entrants - Low	Social

Category 1: Highly innovative, many suppliers with similar products at similar price points

* Porter's Force: Competitive Rivalry - High

* STEEPLE Factor: Technological

Explanation (150-200 words):

Category 1 operates in a market that is highly innovative and subject to rapid technological change.

Innovation means suppliers are constantly developing new features or solutions, making technology the primary STEEPLE factor.

Additionally, because there are many suppliers offering similar products at similar price points, competitive rivalry is intense. Buyers can switch easily, and suppliers must compete aggressively on features, pricing, and differentiation.

This combination of high rivalry and technological change creates both opportunity and risk for Randoxx.

On one hand, innovation drives new solutions that can be leveraged; on the other hand, it increases pressure to manage supplier relationships strategically. Randoxx must monitor technological trends closely while maintaining competitive sourcing strategies to manage this highly dynamic category.

(Ref: CIPS L5M6 Study Guide - Porter's Five Forces, p.112-116; STEELED Analysis, p.109)

NEW QUESTION # 72

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

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

Answer: A,C,E

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 # 73

Under what circumstances should forecast data be amended? Select THREE.

- A. A key supplier ceases trading
- B. A key customer is lost
- C. Operations move to a new location
- D. There is significant price inflation
- E. Health and safety legislation changes

Answer: A,B,D

Explanation:

Forecasts must be dynamic and updated when major internal or external changes occur. Losing a key customer significantly reduces demand, meaning forecasts must be lowered accordingly. Similarly, if a key supplier ceases trading, supply constraints may alter procurement strategies, requiring adjustment to supply and spend forecasts. Likewise, significant price inflation impacts both demand planning and budgeting, as organisations must reassess affordability and potentially seek alternatives. On the other hand, relocating operations or new health and safety legislation may change processes, but they do not directly influence demand, supply, or pricing forecasts. For category managers, regularly reviewing and amending forecasts ensures procurement strategies remain relevant and aligned with market realities. Without this adaptability, organisations risk supply disruptions, overestimation of needs, or financial misalignment.

Reference: CIPS L5M6 Study Guide, p.140

NEW QUESTION # 74

Salim is using the CIPS Procurement and Supply Cycle to run a tender for a new item. He needs to complete a Make vs Buy assessment. Under which stage of the cycle should this be done?

- A. Develop strategy/plan
- B. Develop a high-level specification
- C. Market/commodity and options
- D. Market engagement

Answer: C

Explanation:

The correct stage is Market/commodity and options [including make vs buy assessment], which is Stage 2 of the CIPS Procurement and Supply Cycle. This stage focuses on analysing the external market, internal requirements, and identifying whether to make a product in-house or source it externally.

A Make vs Buy assessment helps determine whether the organisation has the capacity, skills, and resources to produce the item internally, or whether outsourcing would deliver greater value. Factors such as cost, risk, quality, lead time, and strategic alignment are evaluated.

Other stages differ:

* High-level specification [Stage 1]: Focuses on defining what is needed, not sourcing decisions.

* Develop strategy/plan [Stage 3]: Comes after options are analysed, where the sourcing path is chosen.

* Market engagement [Stage 4]: Involves engaging suppliers, which cannot happen until the Make vs Buy decision is made.

This makes Stage 2 the most accurate point for such an assessment.

[Ref: CIPS L5M6 Study Guide, pp.35-36 - Procurement Cycle, Make vs Buy analysis]

NEW QUESTION # 75

Volatile inflation rates are a risk that can affect any business. Which STEELED factor would this fall under?

- A. Socio-Cultural
- B. Ethical
- C. Economic
- D. Political

Answer: C

Explanation:

Inflation is directly linked to the Economic factor within STEELED. It affects costs, purchasing power, and business profitability.

[Ref: CIPS L5M6 Study Guide, p.109 - STEELED analysis factors]

NEW QUESTION # 76

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