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L5M6 - Progress Test 2

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60 Questions

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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 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 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 (Q26-Q31):

NEW QUESTION # 26

Servers, hardware and licences are items which may be found in which category of spend?

- A. Facilities management
- B. Professional services
- C. Legal
- **D. IT**

Answer: D

Explanation:

Items such as servers, hardware, and licences fall under the IT (Information Technology) category of spend. Categories are organised into direct and indirect spend, and IT is a common example of indirect spend

, which includes goods and services that do not directly contribute to production but are essential to operations. IT spend is strategically important as it supports digital transformation, efficiency, and business continuity. Effective management of IT categories involves considering licensing agreements, hardware refresh cycles, cybersecurity, and vendor lock-in risks. Poor IT procurement strategies can lead to high costs, inefficiencies, and security vulnerabilities. Category managers in IT must also keep up with fast-changing technology markets, cloud adoption trends, and vendor consolidation. Recognising IT as a distinct category ensures that procurement strategies address unique risk factors and maximise value.

Reference: CIPS L5M6 Study Guide, p.3

NEW QUESTION # 27

On the BCG Matrix, what is a cash cow?

- A. High market share, high market growth
- B. Low market share, low market growth
- **C. High market share, low market growth**
- D. Low market share, high market growth

Answer: C

Explanation:

Within the Boston Consulting Group [BCG] Matrix, a Cash Cow represents a product or business unit that holds a high market share in a low-growth market. These products typically generate strong and stable cash flows because they dominate their markets with little new competition. Although growth opportunities are limited, these units require minimal investment and often fund other parts of the business.

For example, a well-established soft drinks brand in a mature market is a classic cash cow. While sales are stable and market share is high, growth potential is low due to saturation. This differs from:

- * Stars [high share, high growth] which require significant investment.
- * Question Marks [low share, high growth] which may or may not succeed.
- * Dogs [low share, low growth] which are often candidates for divestment.

In category management, identifying cash cows helps procurement teams prioritise efficiency and cost management, ensuring these categories remain profitable without heavy strategic input.

[Ref: CIPS L5M6 Study Guide, p.117 - BCG Matrix and procurement strategy]

NEW QUESTION # 28

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

Chartered Institute of
Procurement & Supply

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

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

Chartered Institute of Procurement & Supply

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; STEEPLD Analysis, p.109)

NEW QUESTION # 29

Francis is a Category Manager within a large agricultural company which has over 10 categories. He believes that the Category with the largest spend (in £) is the most important category to the business. Is he correct?

- A. No - This fails to address the importance of the item to the organisation's service / product
- B. Yes - Categories with larger budgets buy more important items
- C. Yes - A larger spend signifies that the category is buying larger volumes of items than other categories
- D. No - All categories are equally as important to the business

Answer: A

Explanation:

Francis is not correct. Spend alone does not determine the importance of a category. For example, a high-spend category may include non-critical items, while a lower-spend category may include bottleneck or strategic items essential to operations. The importance of a category is determined by its impact on organisational goals and supply risk, not just spend.

Reference: CIPS L5M6 Study Guide, p.98

NEW QUESTION # 30

According to studies completed by Reeves, Moose and Venema in 2014, which of the following was proven to be true with regards to the BCG matrix?

- A. Products move through the four quadrants faster nowadays than in the past
- B. There is a longer time between innovation and adoption nowadays than in the past
- C. There is a higher correlation between share leaders and profit leaders nowadays than in the past
- D. Companies nowadays have more 'cash cow' items than in the past

Answer: A

Explanation:

Reeves, Moose and Venema (2014) established that products move through the four quadrants of the BCG matrix more quickly in the modern business environment compared to the past. This is a reflection of faster innovation cycles, market saturation, and increased competition. The other three statements are the opposite of what their research proved.

Reference: CIPS L5M6 Study Guide, p.120

NEW QUESTION # 31

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