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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 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 3	<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.

CIPS Category Management Sample Questions (Q91-Q96):

NEW QUESTION # 91

What name is given to an item or business which has both low market share and low growth?

- A. Cash cow
- B. Star
- C. Question mark
- D. Dog**

Answer: D

Explanation:

In the BCG Growth-Share Matrix, a dog is a business unit or product that has both a low relative market share and a low growth rate. Such items typically generate low or no profits and are often seen as candidates for divestment or discontinuation. Unlike cash cows which generate strong cash flow despite slow growth, or stars which dominate high-growth markets, dogs occupy a weak position in the portfolio. Managing these categories strategically is critical because maintaining them often consumes more resources than the value they return. Organisations need to assess whether retaining these products provides any strategic advantage, such as complementing other offerings, or whether resources should be reallocated. This is why category managers use tools like the BCG Matrix to evaluate the positioning of spend categories and align them with organisational strategy.

Reference: CIPS L5M6 Study Guide, p.117

NEW QUESTION # 92

Jam Incorporated requires raw materials to be delivered from suppliers. One particular ingredient is a high supply risk and the strategy of the company is to hold inventory as a contingency. Which type of item is this?

- A. Strategic
- B. Leverage
- C. Non-critical
- D. Bottleneck**

Answer: D

Explanation:

This is a bottleneck item. According to the Kraljic Matrix, bottleneck items are characterized by high supply risk and low profit impact, which makes them difficult to source. Holding contingency stock is a recommended strategy for such items.

Reference: CIPS L5M6 Study Guide, p.97

NEW QUESTION # 93

ABC Ltd is a manufacturer of hi-tech IT equipment in an industry set to grow substantially over the next 10 years. What type of industry is this?

- A. Dog industry
- **B. Bull industry**
- C. Cow industry
- D. Bear industry

Answer: B

Explanation:

A Bull Industry is one that is experiencing strong growth, with positive demand and market expansion expected in the future. In financial terms, "bull" markets are characterised by optimism, rising investment, and business confidence.

For ABC Ltd, operating in a high-growth IT sector, this categorisation is appropriate because demand is projected to increase. This means opportunities exist for innovation, supplier partnerships, and long-term strategic sourcing.

By contrast:

- * Bear industries represent declining markets, where firms face shrinking demand.
- * Dog and Cow industries are not recognised terms within category management; they are distractors in this question.

Identifying whether an industry is in a bull or bear phase helps Category Managers assess market risks, supplier relationships, and investment priorities.

[Ref CIPS L5M6 Study Guide, p.150 - Market classifications: bull vs bear industries]

NEW QUESTION # 94

The process of designing a product with a trusted supplier in order to eliminate costs that may appear at the delivery stage is known as which cost management strategy?

- **A. Cost out**
- B. Cost engineering
- C. Cost down
- D. Cost acceptance

Answer: A

Explanation:

The correct term is Cost Out, a proactive cost management approach where the buyer collaborates with the supplier during the design phase to eliminate unnecessary costs before they arise. This ensures efficiency and value creation throughout the product lifecycle. For example, designing packaging to minimise waste or using standardised components to avoid expensive customisation.

This differs from:

- * Cost acceptance, where the buyer accepts the supplier's price without analysis.
- * Cost engineering, a broader process of optimising costs through design and process evaluation.
- * Cost down, which typically involves reducing costs after production by analysing processes, renegotiating contracts, or improving efficiency.

Cost Out is especially relevant for strategic or high-value categories where innovation and collaboration with suppliers can generate long-term savings. It is consistent with category management's emphasis on strategic supplier partnerships.

[Ref CIPS L5M6 Study Guide, p.80 - Cost Out vs Cost Down strategies]

NEW QUESTION # 95

Bill is collecting data on a mobile phone category item. Which of the following can be find from the phone's 'line item' details? [Select TWO]

- **A. Quantity ordered**
- B. Functionality
- C. Components
- **D. Price**

Answer: A,D

Explanation:

Line item details provide specific transactional information about a purchased product, such as the quantity ordered and the price

paid. This information is critical for category managers who rely on spend data to analyse patterns, negotiate supplier agreements, and benchmark costs.

Other details such as functionality or components are not typically captured in line item data. These relate more to specifications and technical design documents rather than financial records.

By analysing line item data across multiple purchases, category managers can identify trends such as bulk- buying opportunities, price fluctuations, and supplier performance. It also assists in spend analysis, which is a fundamental step in category management for mapping categories and identifying cost-saving opportunities.

[Ref: CIPS L5M6 Study Guide, p.134 - Line item detail in spend analysis]

NEW QUESTION # 96

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