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L5M6 - Progress Test 2

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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 (Q29-Q34):

NEW QUESTION # 29

Joe is a Category Manager at an automobile company. Which of the following would be the best way to decide on categories in this industry?

- A. By part
- B. By spend
- C. By supplier
- D. Alphabetically

Answer: A

Explanation:

In the automobile industry, the most logical method for structuring categories is by part. Large manufacturing organisations, such as Ford or Toyota, procure thousands of parts and materials from hundreds of suppliers. To manage this complexity effectively, they segment procurement responsibilities into categories such as engines, tyres, glass, electronics, or body frames. This allows Category Managers to develop deep expertise in their assigned areas, improving supplier relationships and value delivery.

Other approaches are less effective:

* Alphabetical categorisation is impractical and arbitrary, providing no strategic value.

* By spend creates imbalances, as high-value categories would attract disproportionate workload and risk, leaving others underrepresented.

* By supplier could lead to inefficiency and over-fragmentation, as suppliers often provide multiple types of products.

The study guide stresses that categorisation must allow procurement teams to be efficient, balanced, and capable of strategic focus. By organising categories by part, managers can align more closely with engineering and production needs, ensuring better cross-functional collaboration.

[Ref: CIPS L5M6 Study Guide, p.3 - Defining categories in Category Management]

NEW QUESTION # 30

James works for an online retailer and has recently completed a Pareto analysis of customer complaints. He found that the top two issues were website errors and incorrect product codes. However, he is aware there are weaknesses in Pareto analysis. Which of the following are true? Select TWO.

- A. Further analysis will be needed to produce results
- B. Pareto only identifies 20% of the issues
- C. There is no insight into root cause
- D. Pareto uses qualitative data only

Answer: A,C

Explanation:

Pareto Analysis identifies the "vital few" issues that cause the majority of problems, usually presented as the 80/20 rule. While it is useful for prioritisation, its limitation is that it only highlights the frequency of issues and not the root causes

behind them. In James's example, identifying that "website errors" are the top cause of complaints is useful, but it doesn't explain why the errors occur. Therefore, further investigation such as root cause analysis or process mapping is required to implement corrective action. Another limitation is that Pareto analysis is based on quantitative data only, not qualitative, meaning it cannot capture customer perceptions or subjective insights. This reinforces the need to use Pareto in conjunction with other diagnostic tools for effective problem solving. In practice, category managers must use Pareto as a screening tool to highlight priorities and then follow with more detailed analysis to ensure improvements are sustainable.
Reference: CIPS L5M6 Study Guide, p.93

NEW QUESTION # 31

Which of the following approaches to cost is the least transparent?

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

Answer: B

Explanation:

Price acceptance is the least transparent approach because the buyer simply accepts the supplier's quoted price without investigating its basis or fairness. There is no visibility into the supplier's cost structure, margins, or pricing methodology.

By contrast:

- * Price management involves actively managing pricing discussions.
- * Cost down involves collaborative efforts to reduce costs after production.
- * Cost out involves eliminating costs before production through design.

[Ref: CIPS L5M6 Study Guide, p.81 - Costing methods]

NEW QUESTION # 32

When implementing procurement projects, it is important for Category Managers to consider the "human side" of change. Why is this?

- A. Everybody is resistant to change
- B. Change will always bring about a positive result
- **C. Ignoring stakeholders' feelings may result in rework or a poor result**
- D. A change cannot be made without buy-in from everyone

Answer: C

Explanation:

The correct answer is ignoring stakeholders' feelings may result in rework or a poor result. In category management, implementing change-whether new sourcing strategies, supplier consolidation, or digital tools-affects multiple stakeholders. People often resist change, either passively or actively. CIPS highlights a model where typically 20% embrace change, 60% accept it cautiously, and 20% actively oppose it.

If stakeholders' concerns are ignored, resistance can derail projects, leading to delays, poor adoption, or the need for costly rework. For example, if end-users are not engaged in developing specifications, the final product may not meet needs, requiring adjustments later.

Options A and B overstate the issue; not everyone resists change, but enough stakeholders may to cause disruption. Option D is incorrect because change can also bring risks and negative consequences if poorly managed.

Effective change management in procurement requires communication, stakeholder engagement, and addressing emotional as well as technical challenges.

[Ref: CIPS L5M6 Study Guide, p.68 - Managing the human side of change]

NEW QUESTION # 33

Joan is a Category Manager at a packaging plant. She is creating a profile of the category she manages in order to identify the spend category. By obtaining data on her Category, which of the following will Joan be able to do?

- A. Benchmarking

- B. Competitive supplier selection
- C. Find alternative suppliers
- D. Prepare projections and budgets for the future

Answer: D

Explanation:

The first stage of Kearney's 7 Step Model is profiling the category, where data is gathered about spend, suppliers, and demand. This profiling provides the foundation for preparing future projections and budgets.

It ensures that procurement understands not only how much is currently being spent, but also the likely future requirements of the organisation. While finding alternative suppliers and benchmarking may emerge later in the process, the primary outcome of category profiling is reliable information for budgeting and strategic decision-making. This stage links procurement with financial planning and helps build business cases for category strategies. Without accurate data profiling, subsequent sourcing strategies may be flawed.

Reference: CIPS L5M6 Study Guide, p.29

NEW QUESTION # 34

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