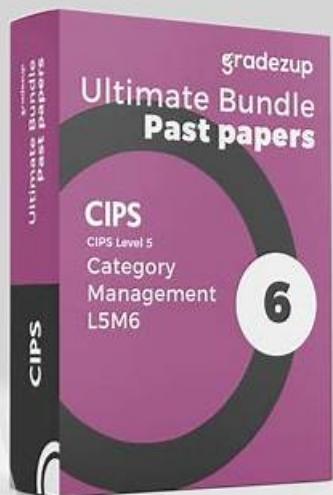


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## CIPS L5M6 Exam Syllabus Topics:

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 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>
Topic 3	<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>

## CIPS Category Management Sample Questions (Q27-Q32):

### NEW QUESTION # 27

Of the following 4 types of industries, which has the lowest barriers to entry?

- A. Restaurant
- B. Pharmaceuticals
- C. Soft drink manufacturing
- D. Airline

**Answer: A**

Explanation:

Industries differ in terms of barriers to entry, which are obstacles that make it difficult for new competitors to enter a market. The restaurant industry has relatively low barriers—it requires less upfront capital, fewer regulatory approvals, and allows easier entry compared to industries such as airlines or pharmaceuticals. In contrast, pharmaceuticals involve stringent legal regulations, high R&D costs, and patents, while airlines require massive capital investment and regulatory compliance. The soft drinks industry, while not as capital-intensive, has strong barriers due to brand loyalty, global supply chains, and marketing costs. For procurement, recognizing barriers to entry is important because it affects supply market competitiveness. In industries with low barriers like restaurants, buyer power is generally higher because new suppliers can enter easily. In high-barrier industries, suppliers hold greater power due to limited alternatives. This ties directly into Porter's Five Forces, which procurement professionals use to evaluate market attractiveness and develop category strategies.

Reference: CIPS L5M6 Study Guide, p.179

### NEW QUESTION # 28

According to Porter's Five Forces, supplier power is strong in industries where which of the following is true?

[Select THREE]

- A. The product is undifferentiated
- B. Supplier's customers are fragmented
- C. Forward integration is possible
- D. Switching costs are low
- E. No substitutes are available

**Answer: B,C,E**

Explanation:

Supplier power is strong when buyers have fewer choices and suppliers have leverage. This occurs where:

\* No substitutes are available [A]: Buyers are locked into what suppliers provide, increasing supplier power.

\* Supplier's customers are fragmented [B]: When customers are fragmented [many small buyers], they cannot collectively negotiate, so suppliers hold more power.

\* Forward integration is possible [D]: Suppliers can bypass buyers and sell directly to the end customer, which gives them negotiating strength.

Options C and E relate more to buyer power:

\* Switching costs are low [C]: This reduces supplier power as buyers can easily move.

\* Undifferentiated products [E]: This strengthens buyer power since products are interchangeable.

[Ref. CIPS L5M6 Study Guide, p.116 - Porter's Five Forces model]

### NEW QUESTION # 29

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



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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

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



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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; STEEPLED Analysis, p.109)

### NEW QUESTION # 30

Callie is a Category Manager at a car parts manufacturer. She discovers through a SWOT analysis that many other customers are increasing short-term demand for raw materials. Which category does this fall under?

- A. Strengths
- B. Opportunities
- C. Weaknesses
- D. Threats

#### Answer: D

Explanation:

This situation represents a Threat within SWOT analysis. SWOT distinguishes between internal and external factors. Strengths and weaknesses are internal to the organisation, while opportunities and threats are external.

Here, the short-term spike in demand is external to Callie's business. It is also potentially harmful because increased competition for raw materials [rubber, metal, etc.] can lead to higher prices, longer lead times, and supply shortages. Therefore, this is categorised as a threat.

It cannot be an opportunity, as the increase in demand benefits suppliers rather than Callie's firm. Nor is it a strength or weakness, as those describe factors within the company such as production capabilities or financial resources.

Using SWOT in category management allows managers to anticipate and mitigate external risks while leveraging internal strengths.

Recognising this threat means Callie may develop strategies such as dual sourcing, supplier collaboration, or forward buying to reduce exposure.

[Ref: CIPS L5M6 Study Guide, p.122 - SWOT analysis in category management]

### NEW QUESTION # 31

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

#### Answer: C

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 # 32

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