

# CIPS L5M6 Questions [2025]

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Category Manager	Competency	Style of Persuasion
Category Manager 1	Functional Expert	Logic
Category Manager 2	Results Seeker	Confidence
Category Manager 3	Influencer	Inspire
Category Manager 4	Innovator	Empathy

Options to Place

Competencies	Styles of Persuasion
Functional Expert	Confidence
Influencer	Empathy
Innovator	Inspire
Results Seeker	Logic

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## **CIPS Category Management Sample Questions (Q84-Q89):**

### **NEW QUESTION # 84**

On the BCG Matrix, what is a cash cow?

- A. Low market share, low market growth
- B. Low market share, high market growth
- **C. High market share, low market growth**
- D. High 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 # 85

What can the IACCM help a Category Manager with?

- A. Using the correct sourcing model
- B. Analysing the market
- C. Completing benchmarking
- D. Choosing the correct supplier

**Answer: A**

Explanation:

The International Association for Contract Commercial Management [IACCM], now known as WorldCC, provides frameworks to help organisations select the most suitable sourcing and contracting models. For category managers, this is particularly valuable when deciding whether a transactional, relational, or investment-based model best fits the organisation's needs.

It does not directly choose suppliers or perform market analysis; rather, it guides decision-makers on the structural relationship with suppliers. For example, IACCM provides tools to decide whether to adopt outcome-based contracts, performance partnerships, or traditional transactional agreements.

Benchmarking may be a separate exercise, but sourcing models determine the governance and risk-sharing approach that underpins supplier relationships.

CIPS encourages procurement professionals to be familiar with IACCM's role, as it reinforces the need for strategic selection of sourcing models rather than a one-size-fits-all approach.

[Ref: CIPS L5M6 Study Guide, p.31 - IACCM and sourcing model selection]

### NEW QUESTION # 86

Sarah is a Category Manager at a shoe manufacturer. She works with a key supplier of raw materials [leather and rubber] and is using a cost-out approach. Which type of relationship is most suited to this approach?

- A. Strategic alliance
- B. Arm's length
- C. Closer tactical
- D. Transactional

**Answer: A**

Explanation:

The most appropriate relationship type is a Strategic Alliance. The Cost-Out approach involves working closely with suppliers at the design and pre-production stages to eliminate unnecessary costs before they arise.

This requires high levels of trust, transparency, and collaboration.

A strategic alliance provides the framework for this partnership, allowing both buyer and supplier to share information, align objectives, and jointly innovate to reduce costs and increase value. For example, suppliers may suggest alternative materials or design modifications that lower costs without compromising quality.

By contrast:

\* Arm's length and transactional relationships are too shallow to support cost-out collaboration.

\* Closer tactical relationships allow more interaction but lack the depth of trust and shared strategy found in alliances.

Strategic alliances are therefore essential where the buyer needs suppliers to contribute their expertise, innovation, and commitment to achieving mutual cost savings and long-term value.

[Ref: CIPS L5M6 Study Guide, p.80 - Cost-out strategies and supplier relationships]

### NEW QUESTION # 87

A new supplier to a marketplace is using break-even pricing to determine the price at which to sell a product. Which of the following does this type of pricing structure not consider? Select TWO.

- A. Variable costs
- **B. Competitors' pricing**
- C. Fixed costs
- **D. Price elasticity**

**Answer: B,D**

Explanation:

Break-even pricing is a method where a supplier sets a price to cover fixed and variable costs, ensuring they do not operate at a loss. However, this approach does not account for price elasticity (how sensitive demand is to price changes) or competitors' pricing strategies. This can be a weakness because while break-even ensures financial sustainability, it may not ensure competitiveness or profitability in dynamic markets.

For procurement professionals, understanding suppliers' pricing models helps in negotiation and cost management. If a supplier relies only on break-even pricing, they may either set prices too low (risking financial instability) or too high (losing market share).

Category managers must consider broader market forces, cost drivers, and customer behaviours to anticipate supplier pricing strategies. By understanding these limitations, buyers can push for more favourable terms and ensure that suppliers align with market expectations.

Reference: CIPS L5M6 Study Guide, p.180

### NEW QUESTION # 88

There are three types of forecasting used in category management that require data. Which from the list below is not a type of forecasting used in category management?

- A. Price
- B. Supply
- C. Demand
- **D. Quantity**

**Answer: D**

Explanation:

In category management, forecasting is a critical tool for anticipating future requirements and managing supply markets. The three types of recognised forecasting are: demand forecasting (predicting organisational needs), supply forecasting (assessing availability and supplier capabilities), and price forecasting (estimating future price movements based on trends and market conditions).

"Quantity forecasting" is not recognised as a distinct type, because quantity requirements are inherently part of demand forecasting. By separating demand, supply, and price forecasts, procurement professionals gain a holistic view of market conditions, ensuring they can secure the right goods at the right time and price. Effective forecasting also reduces risk by ensuring that category strategies account for volatility, seasonality, and inflation.

Organisations that fail to forecast accurately may face supply shortages, overstocking, or missed opportunities for cost savings.

Reference: CIPS L5M6 Study Guide, p.139

### NEW QUESTION # 89

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