

# Valid L5M6 Test Papers | Professional L5M6: Category Management



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## CIPS Category Management Sample Questions (Q47-Q52):

### NEW QUESTION # 47

Which of the following approaches to managing cost, common in Category Management, results in the most reduced costs from suppliers and increased value?

- A. Cost-out

- B. Cost-down
- C. Price acceptance
- D. Price management

**Answer: A**

Explanation:

Cost-out is the most effective approach for reducing supplier costs while increasing value. It involves redesigning products or services collaboratively with suppliers to eliminate costs before they occur. For example, altering product design to use fewer materials can reduce overall costs without compromising quality. This differs from price acceptance (simply accepting a supplier's offer), price management (controlling or negotiating pricing), or cost-down (gradual cost reduction). Cost-out is proactive and strategic, focusing on long-term value creation rather than short-term savings. For category managers, adopting cost-out strategies requires close supplier collaboration, innovation, and joint investment in process improvements.

Reference: CIPS L5M6 Study Guide, p.79

**NEW QUESTION # 48**

Which category of spend item would be most suitable to purchase through an e-auction?

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

**Answer: A**

Explanation:

Leverage items [low supply risk, high financial impact] are best suited for e-auctions. Buyers can use competitive bidding to drive down prices when multiple suppliers exist.

By contrast:

- \* Bottleneck items [low value, high supply risk] are not suited as choice is limited.
- \* Strategic items require partnership and collaboration, not price-only competition.
- \* Non-critical items don't justify the effort of auctions.

[Ref. CIPS L5M6 Study Guide, p.97 - Kraljic Portfolio Matrix]

**NEW QUESTION # 49**

At which stage in the Procurement Cycle can most value be added?

- A. Supplier selection
- B. Review
- C. Negotiate and award contract
- D. Specify requirements

**Answer: B**

Explanation:

CIPS highlights that the review stage of the Procurement Cycle offers the greatest opportunity to add value.

This is because it involves assessing whether objectives have been met, identifying lessons learned, and capturing continuous improvement opportunities. While specifying requirements and supplier selection are critical, the review stage ensures that outcomes are measured against expectations and future strategies are refined. For example, reviewing contract performance may reveal contract leakage or highlight areas where better supplier engagement could drive innovation. This feedback loop transforms procurement from a transactional process into a learning system. By institutionalising review mechanisms, organisations improve their resilience and ensure that procurement strategies evolve with business needs and market changes.

Reference: CIPS L5M6 Study Guide, p.42

**NEW QUESTION # 50**

BikeFace is a leading manufacturer of bicycles. Which of the following would be considered direct costs for this organisation? Select TWO.

- A. IT system for ordering materials
- B. Rubber
- C. Labour
- D. TV advert

**Answer: B,C**

Explanation:

Direct costs are those directly attributable to the production of goods or services. For BikeFace, raw materials such as rubber (used in tyres) and labour (workers assembling bicycles) are direct costs because they contribute directly to finished products. By contrast, advertising spend and IT systems are indirect costs as they support operations but do not directly form part of the bicycle. Category managers must distinguish between direct and indirect costs to design effective sourcing strategies. Direct categories often warrant closer supplier collaboration and longer-term contracts due to their critical role in production.

Reference: CIPS L5M6 Study Guide, p.83

### NEW QUESTION # 51

What are the three main enablers of successful Category Management?

- A. Place
- B. Environment
- C. People
- D. Technology
- E. Tools

**Answer: C,D,E**

Explanation:

The three key enablers are People, Tools, and Technology. Each plays a distinct but interconnected role in making category management effective:

- \* People: Skilled category managers and cross-functional teams provide the expertise, negotiation skills, and stakeholder engagement needed for success. Without trained professionals, strategies cannot be executed effectively.
- \* Tools: Analytical frameworks like Kraljic's Matrix, spend analysis, TCO, and risk assessment tools enable informed decision-making. These provide structure and evidence for procurement strategies.
- \* Technology: Digital platforms such as e-procurement systems, data analytics software, and supplier relationship management [SRM] tools support efficiency, transparency, and scalability.

By contrast, options such as "Place" and "Environment" are not formal enablers within CIPS's framework.

While environmental and cultural context matter, they are not listed as the three foundational enablers.

The study guide emphasises that category management can only be effective when these three enablers work together-skilled people using appropriate tools and supported by the right technology.

[Ref. CIPS L5M6 Study Guide, p.6 - Enablers of Category Management]

### NEW QUESTION # 52

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