Exam L5M6 Demo | High-quality CIPS L5M6: Category Management

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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 3	• 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.

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CIPS Category Management Sample Questions (Q83-Q88):

NEW QUESTION # 83
Category Management and Strategic Sourcing are terms which are interchangeable. Is this statement TRUE?

- A. Yes - Strategic Sourcing is a type of Category Management
- B. No - Category Management is a process most effectively applied when using a recognised framework and supporting tools
- C. No - Category Management is a tactical form of sourcing
- D. Yes - they are synonyms and used interchangeably within most organisations

Answer: B

Explanation:
Although some organisations mistakenly use Category Management and Strategic Sourcing interchangeably, they are not the same. Strategic Sourcing is a philosophy or approach to procurement, while Category Management is a structured process, applied most effectively through recognised frameworks like Kraljic or Kearney's 7-step model. Category Management is strategic, not tactical, and focuses on long- term value creation, supply market management, and alignment with organisational objectives. A direct quote from L5M6 states: "Category Management is a process and is applied most effectively when using a recognised framework and supporting tools." This clarity ensures that organisations do not reduce Category Management to short-term sourcing exercises. Instead, it emphasises cross-functional collaboration, innovation, and market analysis to achieve sustainable value.
Reference: CIPS L5M6 Study Guide, p.49

NEW QUESTION # 84
In which section of a balance sheet would you find the term "goodwill"?

- A. Non-current assets
- B. Current assets
- C. Current liabilities
- D. Non-current liabilities

Answer: A

Explanation:
Goodwill is found under Non-current assets in a balance sheet. Goodwill arises when one company acquires another for a value greater than its tangible assets, reflecting intangible benefits such as brand reputation, customer loyalty, patents, or strong supplier relationships.
For example, if a company is valued at £10 million based on tangible assets but is purchased for £15 million, the £5 million difference is recorded as goodwill. This asset remains on the balance sheet until impaired [e.g., if the acquired brand loses value].
It is not a current asset because it cannot be quickly liquidated within one year. Nor is it a liability [current or non-current] since it represents value, not debt.
For procurement and category managers, goodwill can signal a supplier's market position, brand strength, and long-term stability. It highlights how intangible assets, though harder to measure, play a role in supplier evaluation and business acquisitions.
[Ref: CIPS L5M6 Study Guide, p.183 - Financial terms and balance sheet analysis]

NEW QUESTION # 85
Which of the following is an example of a supply chain risk? Select TWO.

- A. A cargo ship is delayed due to strike action at a port of entry

- B. A consultant provides bad advice to a client as they are unaware of a legislation change
- C. Badly defined T&Cs in a contract cause a supplier to fail to deliver services effectively
- D. Lightning strikes the organisation's HQ

Answer: A,C

Explanation:
Supply chain risks are risks that involve suppliers or logistics networks and have a direct impact on procurement performance. Poorly defined contract terms (Option A) may cause service failure, while delays due to port strikes (Option D) disrupt inbound logistics. These are classic supply chain risks because they are linked to supplier performance or external logistics factors. By contrast, lightning striking HQ is an internal operational risk, and a consultant giving poor advice is a professional service risk rather than a direct supply chain issue. For procurement, identifying supply chain risks is critical to developing mitigation strategies such as alternative suppliers, buffer stock, or stronger contractual clauses. Risk assessment frameworks like the likelihood/severity matrix help prioritise which risks to address first.
Reference: CIPS L5M6 Study Guide, p.56

NEW QUESTION # 86
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 supplier
- B. By part
- C. By spend
- D. Alphabetically

Answer: B

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 # 87
CEB Research states that there are 6 competencies which drive strategic performance in Procurement. The ability to stay calm under pressure and handle criticism is which competency?

- A. Influencer
- B. Innovator
- C. Results seeker
- D. Adaptor

Answer: D

Explanation:
The Adaptor competency reflects resilience and flexibility, particularly the ability to remain calm under pressure and handle criticism constructively. CEB Research identifies six key competencies for high- performing procurement teams: functional expert, influencer, results seeker, innovator, adaptor, and complier.
Each competency contributes to overall effectiveness. Adaptors are especially important in procurement because markets are dynamic and supplier relationships can be complex. Their ability to adjust strategies in the face of change ensures procurement

remains resilient. For category managers, adaptability supports risk management, stakeholder engagement, and effective negotiation. Without this competency, procurement risks being rigid and unresponsive to changing circumstances.
Reference: CIPS L5M6 Study Guide, p.70

NEW QUESTION # 88

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