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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.

CIPS Category Management Sample Questions (Q79-Q84):

NEW QUESTION # 79

Why would a company use a Technology Roadmap?

- A. To assist in marking a tender for IT equipment
- B. To decide between two different software providers
- C. To help decide which technology to invest in the future
- D. To mitigate risks of cyber-attacks

Answer: C

Explanation:

A Technology Roadmap is a planning tool used to align technological investments with business strategy. It enables organisations to evaluate current capabilities, identify emerging challenges, and plan for future technology adoption. The purpose is not just to decide between existing options but to forecast which innovations will be most valuable over time.

For instance, a company may use a roadmap to determine whether to invest in automation, artificial intelligence, or renewable energy solutions, based on expected business growth and industry trends. This ensures resources are allocated to technologies that offer long-term competitiveness.

Other options are less accurate:

- * Option A oversimplifies; technology roadmaps are not for one-off decisions.
- * Option B is incorrect as tenders require specifications, not long-term roadmaps.
- * Option D relates to risk management, not strategic technology planning.

Therefore, the roadmap helps businesses stay adaptive and forward-thinking, ensuring that investments made today remain relevant tomorrow.

[Ref: CIPS L5M6 Study Guide, pp.126-127 - Technology Roadmaps in category management]

NEW QUESTION # 80

In Category Management, often a small number of categories can be responsible for a large proportion of spend. What is this principle commonly known as? Select TWO.

- A. Six Sigma
- B. The 5 Forces
- C. 80-20 Rule
- D. Pareto Principle

Answer: C,D

Explanation:

The Pareto Principle, also known as the 80/20 Rule, states that around 80% of outcomes are generated by 20% of inputs. In category management, this means that a small number of categories often account for the majority of total spend. Identifying these high-impact categories allows procurement professionals to focus resources where they deliver the most value. For example, managing a few strategic or high-spend categories rigorously may yield more savings and risk reduction than spreading efforts across all categories equally. The principle reinforces the need for prioritisation and focus in procurement strategies. While Six Sigma and Porter's Five Forces are useful tools in other contexts, they are unrelated to spend distribution. Applying Pareto effectively helps organisations achieve better results with limited resources by focusing on what matters most.

NEW QUESTION # 81

Ted is a potato farmer from Devon. He sells his potatoes to many local customers including restaurants, wholesalers and manufacturers. For one customer, Ted is keen to drive a premium price for his potatoes as he is confident the customer can afford to pay more. What type of customer is this to Ted?

- A. Nuisance
- B. Core
- C. Development
- **D. Exploitable**

Answer: D

Explanation:

This is an exploitable customer, according to the Supplier Preferencing Model. Suppliers may attempt to increase profit margins with customers they perceive as less important but who have fewer alternatives and can afford to pay more.

Reference: CIPS L5M6 Study Guide, p.99

NEW QUESTION # 82

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

Answer: B

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 # 83

ABC Ltd is a manufacturer of hi-tech IT equipment and is operating in an industry set to grow substantially over the next 10 years. What type of industry could this be described as?

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

Answer: A

Explanation:

A bull industry is one that is experiencing sustained growth, driven by technological innovation, consumer demand, or favourable market conditions. The opposite is a bear industry, which is in decline. The terms are borrowed from stock market language but are also used in category management to describe the overall trajectory of an industry. For ABC Ltd, operating in a bull industry means it must prepare for higher demand, increased competition, and potential supplier shortages. This requires a proactive category strategy that focuses on securing long-term supplier relationships, investing in innovation, and managing risks associated with rapid growth. Recognising industry cycles ensures that procurement strategies are forward-looking and aligned with long-term organisational objectives. Misclassifying an industry's trajectory could lead to missed investment opportunities or poor resource

allocation.

Reference: CIPS L5M6 Study Guide, p.150

NEW QUESTION # 84

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