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XYZ Ltd - Drag & Drop Table

Supplier	Cost Approach	Item Type
Supplier 1	---	---
Supplier 2	---	---
Supplier 3	---	---
Supplier 4	---	---

Options to Place

Cost Approaches	Item Types
Cost Down	Leverage
Cost Out	Strategic
Price Acceptance	Bottleneck
Price Management	Non-Critical

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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
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 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 (Q77-Q82):

NEW QUESTION # 77

Which of the following is an example of a supply chain risk? Select TWO.

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

Answer: B,D

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 # 78

Jonah is a Procurement Specialist responsible for a sub-category of work which includes procuring skilled labour for construction. Sub-categories can also be known as what within a Category?

- A. Divisions
- B. Commodities
- C. Lots
- D. Sets

Answer: B

Explanation:

Within Category Management, sub-categories are often referred to as commodities. These are narrower groupings within a category that focus on specific goods or services. For example, within the Construction category, commodities might include raw materials, subcontracted labour, or specialist equipment hire.

Recognising commodities helps procurement apply tailored strategies that address their specific market dynamics and risk profiles. It also provides clarity when developing category plans, as different commodities may require different sourcing and supplier management approaches. By managing at both category and commodity levels, organisations can strike a balance between broad strategic alignment and detailed tactical execution.

Reference: CIPS L5M6 Study Guide, p.52

NEW QUESTION # 79

Which of the following form part of Ciakdini's 7 Principles of Persuasion? Select THREE.

- A. Morality
- B. Liking
- C. Power
- D. Social proof
- E. Commitment

Answer: B,D,E

Explanation:

Cialdini's 7 Principles of Persuasion are key behavioural insights relevant to procurement negotiations and stakeholder management.

They are:

- * Reciprocity
- * Commitment/consistency
- * Social proof/consent
- * Authority
- * Liking
- * Scarcity
- * Unity

Options social proof, commitment, and liking are directly part of this framework. These principles are used to influence supplier behaviour, build stakeholder alignment, and negotiate effectively. For example, demonstrating that other organisations have adopted a strategy (social proof) can increase acceptance, while establishing rapport (liking) improves cooperation. Procurement professionals who understand these principles can navigate complex stakeholder environments more effectively.

Reference: CIPS L5M6 Study Guide, p.66

NEW QUESTION # 80

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

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

Answer: D

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 # 81

Bellatricks Ltd has four main categories of spend, each headed by a Category Manager. Below is a brief outline of each:

- * Category Manager 1: Has a PhD and 15 years' experience. Very competent in developing specifications. Persuasion style built on knowledge, facts, and science.
- * Category Manager 2: Meets deadlines, identifies actions, achieves goals. Assertive, self-assured, articulate.
- * Category Manager 3: Strong soft skills, relates well to people, builds supplier relationships.

Motivates others by being passionate and creating shared purpose.

- * Category Manager 4: Creative thinker, anticipates market changes, produces quick solutions. In negotiations, they see problems from multiple perspectives.

Task:

Complete the table by identifying each Category Manager's competency and style of persuasion when negotiating with suppliers.

Each response should only be used once.

Bellatricks Ltd - Drag & Drop Table

Category Manager	Competency	Style of Persuasion
Category Manager 1	—	—
Category Manager 2	—	—
Category Manager 3	—	—
Category Manager 4	—	—

Options to Place

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



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Answer:

Explanation:

Bellatricks Ltd - Drag & Drop Table

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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Explanation:

Bellatrix Ltd - Completed Drag & Drop Answer Key



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Procurement & Supply

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

Category Manager 1 # Competency: Functional Expert | Persuasion: Logic

This manager has a PhD, 15 years' experience and is confident developing specifications. That profile maps directly to Functional Expert-deep technical knowledge, standards, and specification ownership. In persuasion terms, the description "strong product knowledge, facts and science" signals a Logic style:

arguments are evidence-led (data, benchmarks, test results, TCO calculations). In supplier negotiations, this type will frame proposals around measurable outcomes and compliance to technical requirements, using structured evaluations and objective criteria. The benefit is credibility and clarity; the risk is over-focusing on technical detail at the expense of relationship nuance. In category work, this style suits complex, specification-driven buys (e.g., engineered components, regulated goods) where accuracy and verification matter most.

Category Manager 2 # Competency: Results Seeker | Persuasion: Confidence

"Meets deadlines, identifies actions, achieves goals; assertive, self-assured, articulate" are classic Results Seeker cues-task focus, milestone discipline, outcome accountability. The persuasion tone is Confidence:

clear asks, firm positions, and decisive proposals. In supplier meetings, this manager will set SMART targets (cost down %, on-time delivery, lead-time reduction), drive cadence (QBRs, action logs), and hold parties to commitments. The upside is momentum and delivery; the watch-out is risking supplier defensiveness if assertiveness isn't balanced with listening. This pairing works well for leverage or non-critical categories where execution speed, price movement and service levels are the primary value drivers.

Category Manager 3 # Competency: Influencer | Persuasion: Inspire

"Strong soft-skills... builds effective relationships... motivates others by being passionate and creating a shared sense of purpose" signals Influencer-credible relationship builder who aligns stakeholders and suppliers. Their persuasion style is Inspire: appeal to shared goals (innovation, sustainability, growth), energise cross-functional teams, and co-create solutions. In supplier negotiations, they'll use vision statements, win-win framing, and recognition to unlock discretionary effort (e.g., co-development, cost-out workshops, service transformation). Strengths include engagement, change adoption and long-term partnership value; risks include under-weighting hard trade-offs if not supported by clear commercial guardrails. This pairing excels in strategic or transformation initiatives where collaboration is the multiplier.

Category Manager 4 # Competency: Innovator | Persuasion: Empathy

"Creative thinker... anticipates rapid changes... produces solutions quickly... sees problems from multiple points of view" matches Innovator-future-oriented, options-generating, comfortable with ambiguity. The persuasion fit is Empathy: actively understanding counterpart drivers (capacity, risk, margin pressures), connecting dots between perspectives, and shaping proposals that address mutual needs. In practice, this manager will run design-thinking workshops, scenario planning, and pilot trials, using supplier insights to re-frame requirements (e.g., modular specs, alternative materials, new service models). The advantage is differentiated value and resilience; the risk is scope drift if ideas aren't prioritised rigorously. This pairing is powerful in volatile markets and for categories needing redesign, sustainability shifts or new tech adoption.

NEW QUESTION # 82

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