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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 (Q74-Q79):

NEW QUESTION # 74

A list of direct costs within a manufacturing organisation could be found on which of the following?

- A. SWOT Analysis
- B. Profit and Loss Account
- **C. Bill of Materials**
- D. Specification

Answer: C

Explanation:

A Bill of Materials [BoM] lists the components, raw materials, and parts required to produce a product.

These represent direct costs as they directly contribute to the finished item. While labour and overheads may also be direct costs, they are not usually in the BoM.

[Ref: CIPS L5M6 Study Guide, p.83 - Direct vs Indirect Costs]

NEW QUESTION # 75

'Kaizen' is a Japanese term used frequently in the manufacturing industry. What does it refer to?

- A. Cost Reduction
- **B. Continuous Improvement**
- C. Supplier Relationship Management
- D. Sustainability

Answer: B

Explanation:

Kaizen translates to "continuous improvement" in Japanese. It is a philosophy that encourages making small, incremental changes that collectively lead to significant performance enhancements over time. Within procurement and category management, Kaizen focuses on ongoing collaboration with suppliers to identify ways to reduce waste, improve quality, and optimise processes. Unlike one-off cost-reduction initiatives, Kaizen is embedded in the organisational culture and requires engagement from all levels of the supply chain.

For example, small adjustments in packaging design might reduce material use, leading to cost savings and environmental benefits. This approach fosters long-term supplier partnerships and supports innovation. In competitive markets, organisations that adopt Kaizen are more resilient and adaptable, making it a key concept for category managers to understand.

Reference: CIPS L5M6 Study Guide, p.40

NEW QUESTION # 76

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

- **A. Badly defined T&Cs in a contract cause a supplier to fail to deliver services effectively**
- B. A consultant provides bad advice to a client as they are unaware of a legislation change
- **C. A cargo ship is delayed due to strike action at a port of entry**
- 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 # 77

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

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

Answer: D

Explanation:

A Bull Industry is one that is experiencing strong growth, with positive demand and market expansion expected in the future. In financial terms, "bull" markets are characterised by optimism, rising investment, and business confidence.

For ABC Ltd, operating in a high-growth IT sector, this categorisation is appropriate because demand is projected to increase. This means opportunities exist for innovation, supplier partnerships, and long-term strategic sourcing.

By contrast:

* Bear industries represent declining markets, where firms face shrinking demand.

* Dog and Cow industries are not recognised terms within category management; they are distractors in this question.

Identifying whether an industry is in a bull or bear phase helps Category Managers assess market risks, supplier relationships, and investment priorities.

[Ref: CIPS L5M6 Study Guide, p.150 - Market classifications: bull vs bear industries]

NEW QUESTION # 78

ABC Ltd wishes to ensure compliance across its supply chain.

Which of the following are steps that can be taken to ensure compliance with regulations and standards including CSR?

- **A. Communicate the company's values across the supply chain**
- B. Do not work with suppliers in low-cost countries
- **C. Make ethics and compliance a priority when qualifying new suppliers**
- D. Only work with large suppliers who have a CSR policy

Answer: A,C

Explanation:

* Making ethics and compliance a priority [B] ensures supplier selection considers regulatory and social responsibility aspects.

* Communicating values across the supply chain [C] builds alignment and accountability.

A and D are incorrect because having a CSR policy doesn't guarantee practice, and low-cost country sourcing does not automatically mean non-compliance.

[Ref: CIPS L5M6 Study Guide, p.107 - Ensuring compliance in supply chains]

NEW QUESTION # 79

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