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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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 3	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.

CIPS Category Management Sample Questions (Q75-Q80):

NEW QUESTION # 75

What is a 'black swan' event?

- A. An event that brings about a negative outcome
- B. An event that is random or unexpected**
- C. A regularly occurring event
- D. An event that is planned for meticulously in advance

Answer: B

Explanation:

A black swan event is an unexpected and rare occurrence with significant impact. Examples include the 2013 horse meat scandal in the food industry, which was unforeseen and highly disruptive.

Reference: CIPS L5M6 Study Guide, p.104

NEW QUESTION # 76

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

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

Answer: A,D

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 # 77

Bill is collecting data on a mobile phone category item. Which of the following can he find from the phone's 'line item' details? [Select TWO]

- A. Components
- **B. Quantity ordered**
- C. Functionality
- **D. Price**

Answer: B,D

Explanation:

Line item details provide specific transactional information about a purchased product, such as the quantity ordered and the price paid. This information is critical for category managers who rely on spend data to analyse patterns, negotiate supplier agreements, and benchmark costs.

Other details such as functionality or components are not typically captured in line item data. These relate more to specifications and technical design documents rather than financial records.

By analysing line item data across multiple purchases, category managers can identify trends such as bulk- buying opportunities, price fluctuations, and supplier performance. It also assists in spend analysis, which is a fundamental step in category management for mapping categories and identifying cost-saving opportunities.

[Ref: CIPS L5M6 Study Guide, p.134 - Line item detail in spend analysis]

NEW QUESTION # 78

On the BCG Matrix, what is a cash cow?

- A. Low market share, high market growth
- **B. High market share, low market growth**
- C. Low market share, low market growth
- D. High market share, high market growth

Answer: B

Explanation:

Within the Boston Consulting Group [BCG] Matrix, a Cash Cow represents a product or business unit that holds a high market share in a low-growth market. These products typically generate strong and stable cash flows because they dominate their markets with little new competition. Although growth opportunities are limited, these units require minimal investment and often fund other parts of the business.

For example, a well-established soft drinks brand in a mature market is a classic cash cow. While sales are stable and market share is high, growth potential is low due to saturation. This differs from:

- * Stars [high share, high growth] which require significant investment.
- * Question Marks [low share, high growth] which may or may not succeed.
- * Dogs [low share, low growth] which are often candidates for divestment.

In category management, identifying cash cows helps procurement teams prioritise efficiency and cost management, ensuring these categories remain profitable without heavy strategic input.

[Ref: CIPS L5M6 Study Guide, p.117 - BCG Matrix and procurement strategy]

NEW QUESTION # 79

In Category Management, which is the best way to group materials and/or services?

- A. Geography of supply
- **B. Usage characteristic**
- C. Supplier relationship
- D. Spend category

Answer: B

Explanation:

In category management, grouping is most effective when based on similar usage characteristics. This means materials or services are categorised by how they are used within the organisation, rather than simply by spend or supplier. For example, in healthcare,

personal protective equipment (PPE) forms one category, while surgical instruments or bedding may be separate categories. This approach ensures that category managers have a clear understanding of functional requirements, demand patterns, and value drivers. Grouping only by spend might overlook strategic importance, while grouping by supplier or geography can miss opportunities for cross-functional efficiencies. Usage-based categorisation allows for tailored procurement strategies that align with business objectives and ensure effective stakeholder engagement. It also enables organisations to identify synergies across business units and improve supplier management. By aligning categories to organisational needs rather than just financial or structural dimensions, procurement creates more value and achieves better alignment with corporate strategy.
Reference: CIPS L5M6 Study Guide, p.48

NEW QUESTION # 80

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