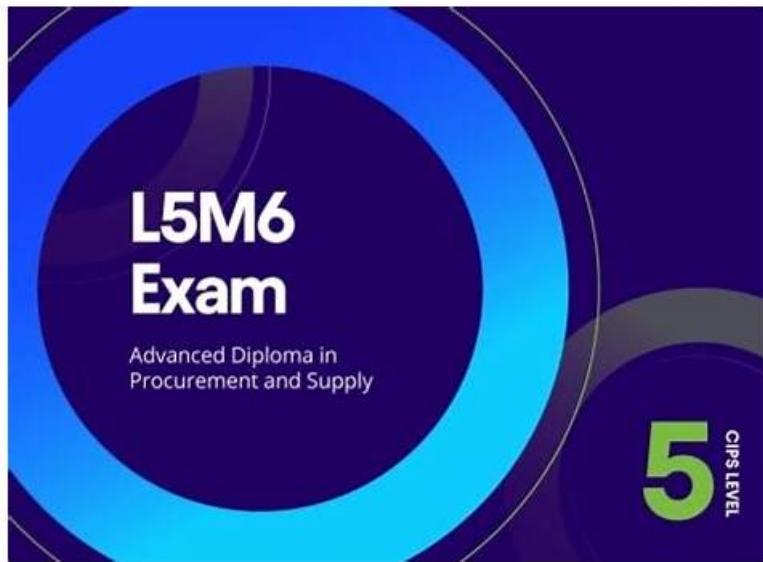


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CIPS L5M6 Exam Syllabus Topics:

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.

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CIPS Category Management Sample Questions (Q43-Q48):

NEW QUESTION # 43

James works for an online retailer and has recently completed a Pareto analysis of customer complaints. He found that the top two issues were website errors and incorrect product codes. However, he is aware there are weaknesses in Pareto analysis. Which of the following are true? Select TWO.

- A. Pareto uses qualitative data only
- B. Pareto only identifies 20% of the issues
- C. Further analysis will be needed to produce results
- D. There is no insight into root cause

Answer: C,D

Explanation:

Pareto Analysis identifies the "vital few" issues that cause the majority of problems, usually presented as the 80/20 rule. While it is useful for prioritisation, its limitation is that it only highlights the frequency of issues and not the root causes behind them. In James's example, identifying that "website errors" are the top cause of complaints is useful, but it doesn't explain why the errors occur. Therefore, further investigation such as root cause analysis or process mapping is required to implement corrective action. Another limitation is that Pareto analysis is based on quantitative data only, not qualitative, meaning it cannot capture customer perceptions or subjective insights. This reinforces the need to use Pareto in conjunction with other diagnostic tools for effective problem solving. In practice, category managers must use Pareto as a screening tool to highlight priorities and then follow with more detailed analysis to ensure improvements are sustainable.

Reference: CIPS L5M6 Study Guide, p.93

NEW QUESTION # 44

Polygon Ltd is a buyer of components. Jeff, a Category Manager at Polygon, is analysing buyer strength in this marketplace to determine his procurement strategy. Which of the following would increase buyer strength?

- A. Placing larger order quantities
- B. High level of inflation
- C. Fewer suppliers in the marketplace
- D. Low levels of substitute

Answer: A

Explanation:

Buyer strength increases when order volumes are large, as this gives leverage in negotiations and can improve pricing and terms. The other options do not necessarily strengthen buyer power.

Reference: CIPS L5M6 Study Guide, p.112

NEW QUESTION # 45

What can the IACCM help a Category Manager with?

- A. Analysing the market
- B. Completing benchmarking
- C. Using the correct sourcing model
- D. Choosing the correct supplier

Answer: C

Explanation:

The International Association for Contract Commercial Management [IACCM], now known as WorldCC, provides frameworks to help organisations select the most suitable sourcing and contracting models. For category managers, this is particularly valuable when deciding whether a transactional, relational, or investment-based model best fits the organisation's needs.

It does not directly choose suppliers or perform market analysis; rather, it guides decision-makers on the structural relationship with suppliers. For example, IACCM provides tools to decide whether to adopt outcome-based contracts, performance partnerships, or traditional transactional agreements.

Benchmarking may be a separate exercise, but sourcing models determine the governance and risk-sharing approach that underpins supplier relationships.

CIPS encourages procurement professionals to be familiar with IACCM's role, as it reinforces the need for strategic selection of

sourcing models rather than a one-size-fits-all approach.

[Ref: CIPS L5M6 Study Guide, p.31 - IACCM and sourcing model selection]

NEW QUESTION # 46

"Survival of the fittest" is a concept in supplier relationships. Which of the following does it describe?

- A. High focus on pricing, high focus on relationships
- B. **High focus on pricing, low focus on relationships**
- C. Low focus on pricing, high focus on relationships
- D. Low focus on pricing, low focus on relationships

Answer: B

Explanation:

Survival of the fittest in supplier management means driving competition by focusing heavily on price reduction, with minimal emphasis on building long-term relationships. This approach treats suppliers as interchangeable, encouraging them to compete aggressively for contracts.

It can yield short-term cost savings but risks damaging supplier collaboration, innovation, and resilience. It is suitable for commodities or non-strategic items where price is the dominant factor.

Other approaches differ:

- * Trust-based or partnership models balance price with collaboration.
- * No-cost modelling focuses on process transparency.
- * Strategic alliances prioritise innovation and value creation.

Category Managers must carefully choose when to apply "survival of the fittest" as it may undermine long-term supplier stability if used indiscriminately.

[Ref: CIPS L5M6 Study Guide, p.160 - Supplier relationship models]

NEW QUESTION # 47

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

Answer: B

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 # 48

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