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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 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

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.

CIPS Category Management Sample Questions (Q59-Q64):

NEW QUESTION #59

Servers, hardware and licences are items which may be found in which category of spend?

- A. Professional services
- B. IT
- C. Legal
- D. Facilities management

Answer: B

Explanation:

Items such as servers, hardware, and licences fall under the IT (Information Technology) category of spend. Categories are organised into direct and indirect spend, and IT is a common example of indirect spend

, which includes goods and services that do not directly contribute to production but are essential to operations. IT spend is strategically important as it supports digital transformation, efficiency, and business continuity. Effective management of IT categories involves considering licensing agreements, hardware refresh cycles, cybersecurity, and vendor lock-in risks. Poor IT procurement strategies can lead to high costs, inefficiencies, and security vulnerabilities. Category managers in IT must also keep up with fast-changing technology markets, cloud adoption trends, and vendor consolidation. Recognising IT as a distinct category ensures that procurement strategies address unique risk factors and maximise value.

Reference: CIPS L5M6 Study Guide, p.3

NEW QUESTION #60

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

Answer: A,C

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. Reference: CIPS L5M6 Study Guide, p.22

NEW QUESTION #61

Under what circumstances should forecast data be amended? Select THREE.

- A. A key customer is lost
- B. There is significant price inflation
- C. A key supplier ceases trading
- D. Health and safety legislation changes
- E. Operations move to a new location

Answer: A,B,C

Explanation:

Forecasts must be dynamic and updated when major internal or external changes occur. Losing a key customer significantly reduces demand, meaning forecasts must be lowered accordingly. Similarly, if a key supplier ceases trading, supply constraints may alter procurement strategies, requiring adjustment to supply and spend forecasts. Likewise, significant price inflation impacts both demand planning and budgeting, as organisations must reassess affordability and potentially seek alternatives. On the other hand, relocating operations or new health and safety legislation may change processes, but they do not directly influence demand, supply, or pricing forecasts. For category managers, regularly reviewing and amending forecasts ensures procurement strategies remain relevant and aligned with market realities. Without this adaptability, organisations risk supply disruptions, overestimation of needs, or financial misalignment.

Reference: CIPS L5M6 Study Guide, p.140

NEW QUESTION #62

Tulipa Ltd is a manufacturer of vegan frozen food. It saw significant market growth for three years, but in the last two years market share has remained stable despite no new entrants. Which stage in the lifecycle is the vegan frozen food market?

- A. Maturity
- B. Decline
- C. Birth
- · D. Growth

Answer: A

Explanation:

The correct answer is Maturity. In the industry lifecycle model, markets evolve through stages: birth, growth, maturity, and decline. Tulipa Ltd initially saw high growth, reflecting the growth stage, where demand is rising, and market share is expanding. However, for the past two years, share has plateaued, suggesting the market has stabilised, which is a key characteristic of the maturity stage. At maturity, the market is often saturated, with limited opportunities for expansion. Competition becomes more intense, innovation slows, and firms compete largely on efficiency, branding, or incremental improvements. Unlike decline, the market is still viable and profitable, but growth rates are flat.

The study guide also introduces an intermediate stage called shakeout, occurring between growth and maturity, where weaker competitors exit. Tulipa's situation has passed growth but has not yet entered decline, making maturity the correct classification. [Ref. CIPS L5M6 Study Guide, p.175 - Industry Lifecycle and Procurement Strategy]

NEW OUESTION #63

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 #64

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