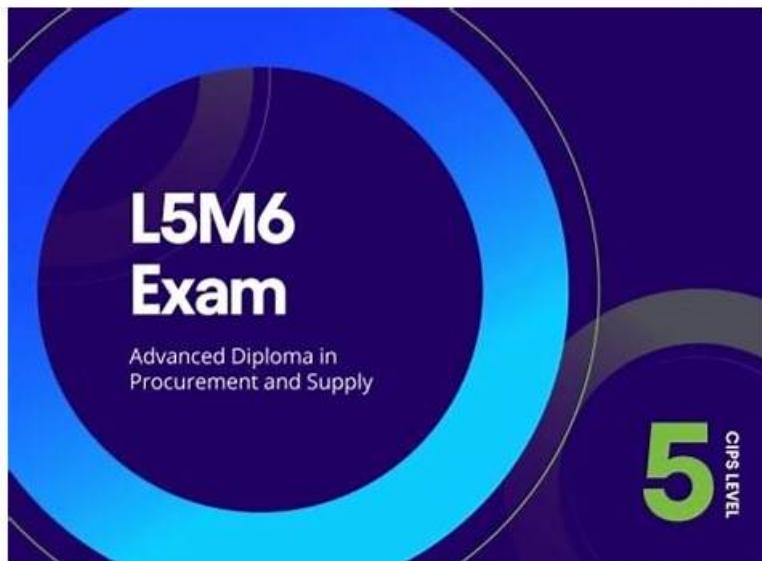


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CIPS L5M6 Exam Syllabus Topics:

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 (Q90-Q95):

NEW QUESTION # 90

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

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

Answer: B

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 # 91

What name is given to an item or business which has both low market share and low growth?

- A. Question mark
- B. Star
- C. Cash cow
- **D. Dog**

Answer: D

Explanation:

In the BCG Growth-Share Matrix, a dog is a business unit or product that has both a low relative market share and a low growth rate. Such items typically generate low or no profits and are often seen as candidates for divestment or discontinuation. Unlike cash cows which generate strong cash flow despite slow growth, or stars which dominate high-growth markets, dogs occupy a weak position in the portfolio. Managing these categories strategically is critical because maintaining them often consumes more resources than the value they return. Organisations need to assess whether retaining these products provides any strategic advantage, such as complementing other offerings, or whether resources should be reallocated. This is why category managers use tools like the BCG Matrix to evaluate the positioning of spend categories and align them with organisational strategy.

Reference: CIPS L5M6 Study Guide, p.117

NEW QUESTION # 92

Which of the following parts of a SWOT analysis summarise activities and characteristics which are internal to the business? Select TWO.

- A. Opportunities
- B. Threats
- **C. Strengths**
- **D. Weaknesses**

Answer: C,D

Explanation:

A SWOT Analysis distinguishes between internal factors (strengths and weaknesses) and external factors (opportunities and threats). Strengths are internal capabilities, resources, or skills that give the organisation an advantage in the market-such as strong

supplier relationships, unique expertise, or cost leadership.

Weaknesses are internal limitations, such as lack of investment, poor technology, or inadequate processes.

These are factors the organisation has direct control over and can improve. On the other hand, opportunities and threats are external influences outside the business's direct control, such as market trends, legislation, or competitor actions. For category management, applying SWOT allows managers to assess the current position of categories and design strategies that build on strengths and address weaknesses. This analysis also ensures that procurement strategies remain aligned with organisational goals and competitive environments. The correct recognition of internal versus external factors is essential to avoid misdiagnosis and wasted effort.

Reference: CIPS L5M6 Study Guide, p.121

NEW QUESTION # 93

Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

- A. Services
- B. Retail
- **C. Construction**
- D. Agriculture

Answer: C

Explanation:

In construction, indirect costs include items like workshops, safety facilities, and design engineers. These are necessary for operations but not directly tied to a single output.

[Ref: CIPS L5M6 Study Guide, p.90 - Indirect cost examples by industry]

NEW QUESTION # 94

In a marketplace where there is a large number of suppliers, which of the following is true?

- **A. Buyer power is strong**
- B. There is a low barrier to entry
- C. Buyer power is weak
- D. There is low rivalry

Answer: A

Explanation:

When many suppliers exist, buyers have multiple options, increasing their bargaining power. Suppliers must compete for contracts, shifting power toward the buyer.

[Ref: CIPS L5M6 Study Guide, p.112 - Porter's Five Forces: Buyer Power]

NEW QUESTION # 95

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