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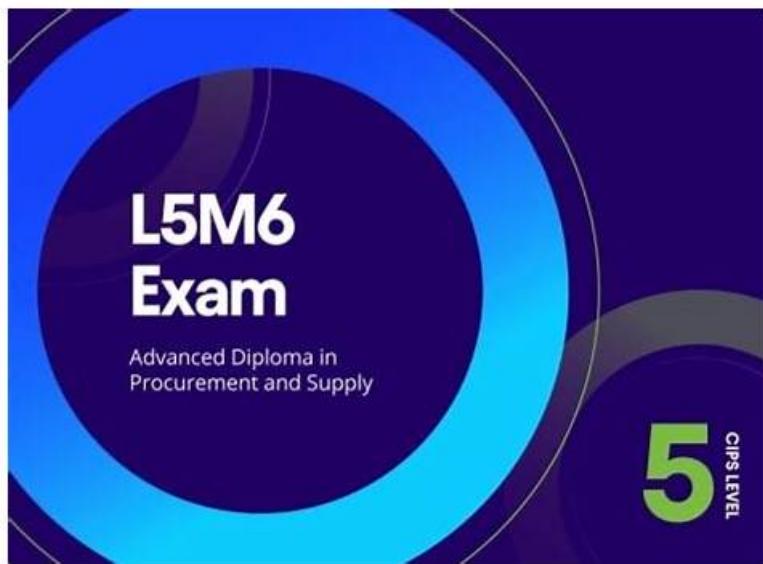

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CIPS Category Management Sample Questions (Q54-Q59):

NEW QUESTION # 54
Caleb is completing a risk assessment on his supply chain using a matrix categorising risks on a scale of 1-5.
He identifies one risk with a score of 2. Which category of risk would this fall into?

- A. Major
- B. Minor
- C. Main
- D. Moderate

Answer: B

Explanation:
Risk assessments in procurement often use a likelihood × severity matrix. Risks are scored on scales from 1-
5, and the scores are multiplied. A score of 2 indicates a minor risk with low impact and/or low probability.

For comparison, risks with scores in the upper range (e.g., 20-25) are considered major risks that demand immediate mitigation. Minor risks, although not ignored, are often monitored rather than heavily resourced.

This structured approach ensures procurement teams focus resources on the most significant threats while still maintaining oversight of low-level risks. By categorising risks this way, category managers create clarity for decision-makers and align procurement risk management with enterprise-wide frameworks.

Reference: CIPS L5M6 Study Guide, p.56

NEW QUESTION # 55

What is contract leakage?

- A. When spend with a supplier is more than was stated in the contract
- B. The gap between proposed KPI levels and those actually achieved by the supplier
- C. When spend with a supplier is less than was forecast
- D. The gap between benefits identified in the pre-award stage of the contract and those actually achieved

Answer: D

Explanation:

Contract leakage refers to the difference between the benefits forecasted before awarding a contract and the actual benefits realised during its execution. For example, savings predicted during tendering may not materialise due to supplier underperformance, scope creep, or poor contract management. This phenomenon highlights the importance of post-contract management and continuous monitoring of supplier performance.

Category managers must ensure that expectations set during procurement are followed through by tracking delivery, compliance with terms, and value creation. Tools such as KPIs, SLAs, and audits help minimise leakage by ensuring accountability. Ultimately, failure to address leakage can lead to financial loss, reduced trust, and missed opportunities for improvement. By focusing on contract outcomes as well as initial savings, procurement ensures that strategic objectives are consistently met.

Reference: CIPS L5M6 Study Guide, p.145

NEW QUESTION # 56

Analytics data can be used in Category Management forecasting. Which of the following would be a form of Analytics Data?

- A. Data from the past e.g. historical trends
- B. Expertise data e.g. estimated lead times
- C. Data models and predictions e.g. trends for the future
- D. Known data e.g. manufacturing capacity

Answer: C

Explanation:

Analytics data refers to data models and predictions, often generated through statistical methods or advanced software, that provide insights into future trends. Unlike historical data, which looks at past performance, or known data, which describes current realities, analytics projects what is likely to happen in the future. For example, predictive analytics can identify demand spikes based on past seasonal behaviour, consumer sentiment, or economic indicators. In category management, such predictive models are invaluable for anticipating supply shortages, managing risks, and planning procurement strategies. Analytics data allows procurement professionals to move from reactive decision-making to proactive and strategic management.

The integration of analytics into forecasting also supports better negotiation with suppliers, as buyers can demonstrate awareness of future trends and cost drivers. In today's fast-changing markets, reliance solely on historical data is insufficient-analytics data gives procurement a competitive edge.

Reference: CIPS L5M6 Study Guide, p.140

NEW QUESTION # 57

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. Development
- B. Exploitable

- C. Nuisance
- D. Core

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 # 58
Which of the following parts of a SWOT analysis summarise activities and characteristics which are internal to the business? Select TWO.

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

Answer: A,C

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 # 59
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