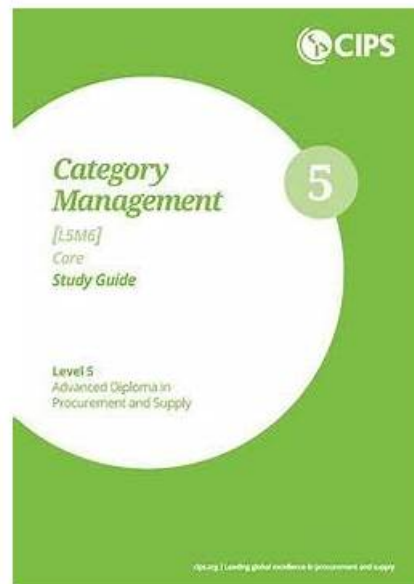


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## CIPS Category Management Sample Questions (Q27-Q32):

### NEW QUESTION # 27

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

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

**Answer: A,C**

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 # 28

Which of the following is NOT one of Cialdini's principles of persuasion?

- A. Inducement
- B. Reciprocity
- C. Scarcity
- D. Authority

**Answer: A**

Explanation:

The correct answer is Inducement, which is not one of Cialdini's principles. The seven principles are:

- \* Reciprocity - people return favours.
- \* Commitment/Consistency - people stick with commitments.
- \* Social Proof/Consensus - people follow others.
- \* Authority - people respect expertise.
- \* Liking - people are influenced by those they like.
- \* Scarcity - people value what is limited.
- \* Unity - people are influenced by shared identity.

Cialdini's framework is widely applied in procurement negotiations and stakeholder management. For instance, demonstrating scarcity can strengthen a supplier's case for urgency, while using authority enhances credibility during negotiations.

Understanding these principles allows category managers to influence stakeholders and suppliers effectively, building alignment and driving successful outcomes.

[Ref: CIPS L5M6 Study Guide, p.66 - Cialdini's Principles of Persuasion]

### NEW QUESTION # 29

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

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

**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 # 30

Which category of spend item would be most suitable to purchase through an e-auction?

- A. Bottleneck
- B. Non-critical
- **C. Leverage**
- D. Strategic

**Answer: C**

Explanation:

Leverage items [low supply risk, high financial impact] are best suited for e-auctions. Buyers can use competitive bidding to drive down prices when multiple suppliers exist.

By contrast:

- \* Bottleneck items [low value, high supply risk] are not suited as choice is limited.
- \* Strategic items require partnership and collaboration, not price-only competition.
- \* Non-critical items don't justify the effort of auctions.

[Ref: CIPS L5M6 Study Guide, p.97 - Kraljic Portfolio Matrix]

#### NEW QUESTION # 31

Which of the following is an example of a supply chain risk? Select TWO.

- A. Lightning strikes the organisation's HQ
- **B. A cargo ship is delayed due to strike action at a port of entry**
- C. A consultant provides bad advice to a client as they are unaware of a legislation change
- **D. Badly defined T&Cs in a contract cause a supplier to fail to deliver services effectively**

**Answer: B,D**

Explanation:

Supply chain risks are risks that involve suppliers or logistics networks and have a direct impact on procurement performance. Poorly defined contract terms (Option A) may cause service failure, while delays due to port strikes (Option D) disrupt inbound logistics. These are classic supply chain risks because they are linked to supplier performance or external logistics factors. By contrast, lightning striking HQ is an internal operational risk, and a consultant giving poor advice is a professional service risk rather than a direct supply chain issue. For procurement, identifying supply chain risks is critical to developing mitigation strategies such as alternative suppliers, buffer stock, or stronger contractual clauses. Risk assessment frameworks like the likelihood/severity matrix help prioritise which risks to address first.

Reference: CIPS L5M6 Study Guide, p.56

#### NEW QUESTION # 32

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