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## **L5M6 CATEGORY MANAGEMENT - LEARNING OUTCOME 1 (APPROACHES THAT CAN BE USED TO DEVELOP CATEGORY MANAGEMENT STRATEGIES) EXAM QUESTIONS WITH 100% CORRECT ANSWERS!!**



1 of 96

Term (4)

Is category management different from strategic sourcing?

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## CIPS Category Management Sample Questions (Q68-Q73):

### NEW QUESTION # 68

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. Bear industry
- **B. Bull industry**
- C. Cow industry
- D. Dog industry

**Answer: B**

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 # 69

On the BCG Matrix, what is a cash cow?

- **A. High market share, low market growth**
- B. High market share, high market growth
- C. Low market share, high market growth
- D. Low market share, low market growth

**Answer: A**

Explanation:

Within the Boston Consulting Group [BCG] Matrix, a Cash Cow represents a product or business unit that holds a high market share in a low-growth market. These products typically generate strong and stable cash flows because they dominate their markets with little new competition. Although growth opportunities are limited, these units require minimal investment and often fund other parts of the business.

For example, a well-established soft drinks brand in a mature market is a classic cash cow. While sales are stable and market share is high, growth potential is low due to saturation. This differs from:

\* Stars [high share, high growth] which require significant investment.

\* Question Marks [low share, high growth] which may or may not succeed.

\* Dogs [low share, low growth] which are often candidates for divestment.

In category management, identifying cash cows helps procurement teams prioritise efficiency and cost management, ensuring these categories remain profitable without heavy strategic input.

[Ref: CIPS L5M6 Study Guide, p.117 - BCG Matrix and procurement strategy]

### NEW QUESTION # 70

In A.T. Kearney's 7 Step Model of Strategic Sourcing, which of the following should be done first?

- A. Selection of implementation path
- B. Continuous benchmarking of supply market
- **C. Supplier portfolio generation**
- D. Competitive supplier selection

**Answer: C**

Explanation:

The first step in A.T. Kearney's 7 Step Model of Strategic Sourcing is Supplier Portfolio Generation. The model provides a structured approach to sourcing, beginning with an understanding of current spend and supplier landscape before progressing to strategy development and implementation.

The seven steps are:

- \* Profile spend and supply base.
- \* Develop sourcing strategy and cost comparison.
- \* Generate supplier portfolio.
- \* Select implementation path.
- \* Select competitive suppliers.
- \* Integrate operations with suppliers.
- \* Continuously benchmark supply market.

The reason supplier portfolio generation is first is because procurement must identify potential suppliers and the overall supply base structure before choosing strategies or engaging in competitive selection. Skipping this step risks building a strategy without understanding available market options.

Thus, while options C and D are important later in the process, they cannot occur without first mapping the supplier portfolio.

[Ref: CIPS L5M6 Study Guide, Chapter 1.2 - Strategic Sourcing Models, esp. p.31-32]

### NEW QUESTION # 71

ABC Ltd wishes to ensure compliance across its supply chain.

Which of the following are steps that can be taken to ensure compliance with regulations and standards including CSR?

- A. Only work with large suppliers who have a CSR policy
- B. Do not work with suppliers in low-cost countries
- C. Communicate the company's values across the supply chain
- D. Make ethics and compliance a priority when qualifying new suppliers

**Answer: C,D**

Explanation:

\* Making ethics and compliance a priority [B] ensures supplier selection considers regulatory and social responsibility aspects.

\* Communicating values across the supply chain [C] builds alignment and accountability.

A and D are incorrect because having a CSR policy doesn't guarantee practice, and low-cost country sourcing does not automatically mean non-compliance.

[Ref: CIPS L5M6 Study Guide, p.107 - Ensuring compliance in supply chains]

### NEW QUESTION # 72

What is a General Ledger?

- A. A catalogue of products to buy and/or sell
- B. An IT system that conducts tenders electronically
- C. A list of approved suppliers
- D. An IT system that prepares information for financial reporting

**Answer: D**

Explanation:

A General Ledger [GL] is the central accounting record used by businesses to prepare financial reports. It categorises all financial transactions into cost codes, allowing managers to track expenditure, revenue, assets, and liabilities.

For category managers, the General Ledger provides visibility into spend categories. This information supports spend analysis and helps in mapping organisational costs against suppliers, categories, and business functions. It differs from line item detail by offering a higher-level financial view.

Other options are misleading:

\* Option A [tenders] relates to e-procurement platforms, not financial records.

\* Option C [catalogue] refers to item listings, not ledgers.

\* Option D [supplier lists] relates to approved supplier databases.

By using GL data, procurement can ensure alignment with finance, strengthening compliance, budgeting, and strategic sourcing decisions.

[Ref: CIPS L5M6 Study Guide, p.135 - Use of General Ledger in procurement analysis]

## NEW QUESTION # 73

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