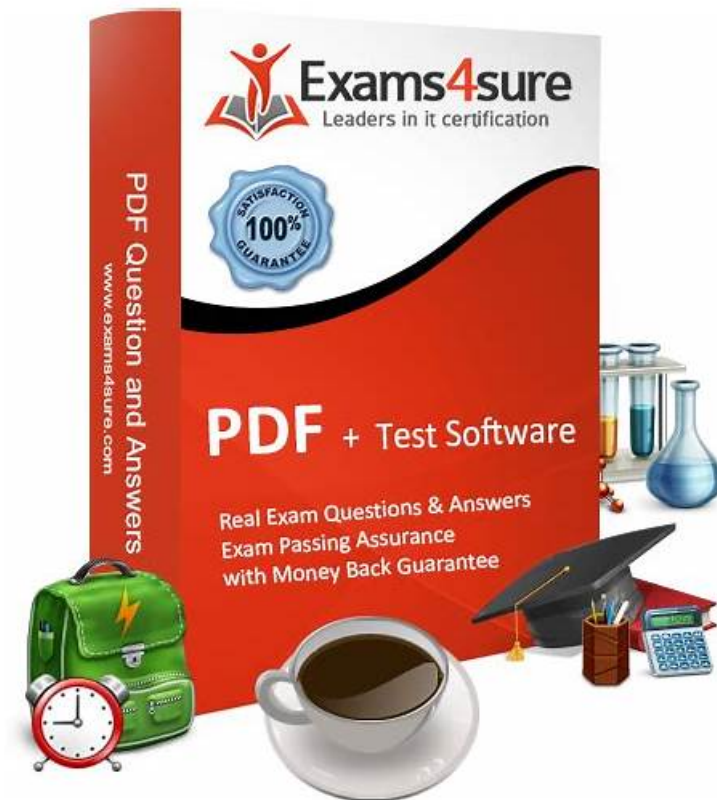


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### CIPS Category Management Sample Questions (Q37-Q42):

#### NEW QUESTION # 37

At which stage in the Procurement Cycle can most value be added?

- A. Negotiate and award contract
- B. Specify requirements
- C. Supplier selection
- **D. Review**

**Answer: D**

Explanation:

CIPS highlights that the review stage of the Procurement Cycle offers the greatest opportunity to add value.

This is because it involves assessing whether objectives have been met, identifying lessons learned, and capturing continuous improvement opportunities. While specifying requirements and supplier selection are critical, the review stage ensures that outcomes are measured against expectations and future strategies are refined. For example, reviewing contract performance may reveal contract leakage or highlight areas where better supplier engagement could drive innovation. This feedback loop transforms procurement from a transactional process into a learning system. By institutionalising review mechanisms, organisations improve their resilience and ensure that procurement strategies evolve with business needs and market changes.

Reference: CIPS L5M6 Study Guide, p.42

### NEW QUESTION # 38

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

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

**Answer: B**

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 # 39

What form of procurement is Category Management?

- A. Planned
- **B. Strategic**
- C. Reactional
- D. Tactical

**Answer: B**

Explanation:

Category Management is a strategic approach to procurement. According to CIPS, it is defined as "a rigorous fact-based, end-to-end process for proactively collaborating with stakeholders to develop and implement sourcing strategies that deliver significant value from an organisation's external spend." Unlike tactical or reactive procurement, which focuses on immediate needs or firefighting, category management emphasises long-term planning, data analysis, supplier relationships, and alignment with business objectives. It goes beyond simply planning purchases in advance [which could apply to "planned procurement"] by integrating market intelligence, risk assessment, and value optimisation.

Being strategic means that category management seeks not only cost savings but also innovation, sustainability, and resilience. It requires cross-functional collaboration and the use of analytical tools like Kraljic matrices, total cost of ownership, and supplier segmentation.

Therefore, the most accurate categorisation is strategic procurement, not merely tactical or planned.

[Ref: CIPS L5M6 Study Guide, p.2 - Category Management as a strategic approach]

### NEW QUESTION # 40

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. Core
- C. Exploitable
- D. Nuisance

**Answer: C**

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 # 41**

Which of the following are benefits of Category Management? Select THREE.

- A. Better Use of IT Systems
- B. Less Staff Required
- C. Innovation
- D. Improved Supplier Relations
- E. Fewer Supplier Contracts

**Answer: C,D,E**

Explanation:

Category Management delivers multiple benefits for organisations, including:

\* Fewer supplier contracts, achieved by consolidating spend and reducing fragmentation.

\* Improved supplier relations, as suppliers are engaged strategically rather than transactionally, enabling stronger collaboration.

\* Increased innovation, which arises when procurement works closely with suppliers to develop new solutions and efficiencies.

Other benefits highlighted by CIPS include better pricing, improved terms and conditions, stakeholder satisfaction, enhanced risk management, and improved spend visibility. The incorrect options-"less staff required" and "better use of IT systems"-may result indirectly from streamlined procurement, but they are not primary benefits recognised in the category management framework. The true value of category management lies in shifting procurement from a transactional function to a strategic enabler of value. By grouping spend into categories and applying tailored strategies, organisations achieve economies of scale, better market intelligence, and stronger alignment with business objectives.

Reference: CIPS L5M6 Study Guide, p.6

#### **NEW QUESTION # 42**

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