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### CIPS Category Management Sample Questions (Q20-Q25):

#### NEW QUESTION # 20

Salim is using the CIPS Procurement and Supply Cycle to run a tender for a new item. He needs to complete a Make vs Buy assessment. Under which stage of the cycle should this be done?

- A. Develop strategy/plan
- B. Market engagement

- C. Develop a high-level specification
- **D. Market/commodity and options**

**Answer: D**

Explanation:

The correct stage is Market/commodity and options [including make vs buy assessment], which is Stage 2 of the CIPS Procurement and Supply Cycle. This stage focuses on analysing the external market, internal requirements, and identifying whether to make a product in-house or source it externally.

A Make vs Buy assessment helps determine whether the organisation has the capacity, skills, and resources to produce the item internally, or whether outsourcing would deliver greater value. Factors such as cost, risk, quality, lead time, and strategic alignment are evaluated.

Other stages differ:

- \* High-level specification [Stage 1]: Focuses on defining what is needed, not sourcing decisions.
- \* Develop strategy/plan [Stage 3]: Comes after options are analysed, where the sourcing path is chosen.
- \* Market engagement [Stage 4]: Involves engaging suppliers, which cannot happen until the Make vs Buy decision is made.

This makes Stage 2 the most accurate point for such an assessment.

[Ref: CIPS L5M6 Study Guide, pp.35-36 - Procurement Cycle, Make vs Buy analysis]

### NEW QUESTION # 21

Joe is a Category Manager at an automobile company. Which of the following would be the best way to decide on categories in this industry?

- A. By spend
- B. Alphabetically
- C. By supplier
- **D. By part**

**Answer: D**

Explanation:

In the automobile industry, the most logical method for structuring categories is by part. Large manufacturing organisations, such as Ford or Toyota, procure thousands of parts and materials from hundreds of suppliers. To manage this complexity effectively, they segment procurement responsibilities into categories such as engines, tyres, glass, electronics, or body frames. This allows Category Managers to develop deep expertise in their assigned areas, improving supplier relationships and value delivery.

Other approaches are less effective:

- \* Alphabetical categorisation is impractical and arbitrary, providing no strategic value.
- \* By spend creates imbalances, as high-value categories would attract disproportionate workload and risk, leaving others underrepresented.
- \* By supplier could lead to inefficiency and over-fragmentation, as suppliers often provide multiple types of products.

The study guide stresses that categorisation must allow procurement teams to be efficient, balanced, and capable of strategic focus. By organising categories by part, managers can align more closely with engineering and production needs, ensuring better cross-functional collaboration.

[Ref: CIPS L5M6 Study Guide, p.3 - Defining categories in Category Management]

### NEW QUESTION # 22

Tulipa Ltd is a manufacturer of vegan frozen food. It saw significant market growth for three years, but in the last two years market share has remained stable despite no new entrants. Which stage in the lifecycle is the vegan frozen food market?

- **A. Maturity**
- B. Decline
- C. Growth
- D. Birth

**Answer: A**

Explanation:

The correct answer is Maturity. In the industry lifecycle model, markets evolve through stages: birth, growth, maturity, and decline. Tulipa Ltd initially saw high growth, reflecting the growth stage, where demand is rising, and market share is expanding. However,

for the past two years, share has plateaued, suggesting the market has stabilised, which is a key characteristic of the maturity stage. At maturity, the market is often saturated, with limited opportunities for expansion. Competition becomes more intense, innovation slows, and firms compete largely on efficiency, branding, or incremental improvements. Unlike decline, the market is still viable and profitable, but growth rates are flat.

The study guide also introduces an intermediate stage called shakeout, occurring between growth and maturity, where weaker competitors exit. Tulipa's situation has passed growth but has not yet entered decline, making maturity the correct classification. [Ref: CIPS L5M6 Study Guide, p.175 - Industry Lifecycle and Procurement Strategy]

### NEW QUESTION # 23

Which of the following approaches to cost is the least transparent?

- A. Cost out
- B. Cost down
- C. Price management
- **D. Price acceptance**

**Answer: D**

Explanation:

Price acceptance is the least transparent approach because the buyer simply accepts the supplier's quoted price without investigating its basis or fairness. There is no visibility into the supplier's cost structure, margins, or pricing methodology.

By contrast:

- \* Price management involves actively managing pricing discussions.
- \* Cost down involves collaborative efforts to reduce costs after production.
- \* Cost out involves eliminating costs before production through design.

[Ref: CIPS L5M6 Study Guide, p.81 - Costing methods]

### NEW QUESTION # 24

The process of designing a product with a trusted supplier in order to eliminate costs that may appear at the delivery stage is known as which cost management strategy?

- **A. Cost out**
- B. Cost engineering
- C. Cost down
- D. Cost acceptance

**Answer: A**

Explanation:

The correct term is Cost Out, a proactive cost management approach where the buyer collaborates with the supplier during the design phase to eliminate unnecessary costs before they arise. This ensures efficiency and value creation throughout the product lifecycle. For example, designing packaging to minimise waste or using standardised components to avoid expensive customisation. This differs from:

- \* Cost acceptance, where the buyer accepts the supplier's price without analysis.
- \* Cost engineering, a broader process of optimising costs through design and process evaluation.
- \* Cost down, which typically involves reducing costs after production by analysing processes, renegotiating contracts, or improving efficiency.

Cost Out is especially relevant for strategic or high-value categories where innovation and collaboration with suppliers can generate long-term savings. It is consistent with category management's emphasis on strategic supplier partnerships.

[Ref: CIPS L5M6 Study Guide, p.80 - Cost Out vs Cost Down strategies]

### NEW QUESTION # 25

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