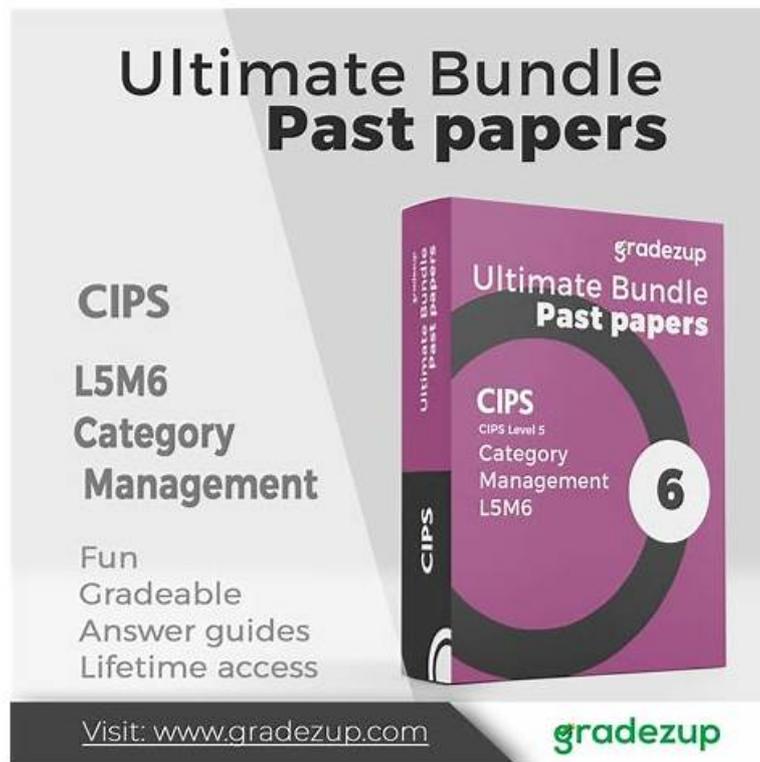


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CIPS Category Management Sample Questions (Q59-Q64):

NEW QUESTION # 59

A 'should cost' analysis and value analysis can be completed on items procured by a buyer. Which of the following categories of spend are these tools most applicable for?

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

Answer: C

Explanation:

These tools are most applicable for leverage items, which typically have high spend but low supply risk.

Buyers can use cost breakdowns and value analysis to reduce prices and improve cost-efficiency.

Reference: CIPS L5M6 Study Guide, p.103

NEW QUESTION # 60

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

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

Answer: C

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 # 61

Penelope works for an international manufacturer. Which categories are most likely to be outsourced?

- A. Operations
- B. Warehousing
- C. Marketing services
- D. Raw materials
- E. Facilities management

Answer: C,E

Explanation:

The categories most likely to be outsourced are Marketing services and Facilities Management [FM].

These are examples of indirect spend categories where external providers often offer specialist expertise, cost efficiency, and scalability.

CIPS identifies five indirect categories frequently outsourced: Marketing, Facilities Management, IT /Communications, Human Resources, and MRO [Maintenance, Repairs, Operations]. Outsourcing these allows organisations to focus internal resources on core competencies such as manufacturing or R&D.

Raw materials, warehousing, and operations are typically core to production and therefore managed internally or strategically sourced, rather than fully outsourced. While warehousing may sometimes be outsourced [3PL], it is not listed among the primary categories in the study guide.

Outsourcing decisions must balance cost, risk, and strategic importance. For example, outsourcing FM reduces overheads while ensuring professional management of buildings and services, whereas marketing agencies provide creativity and campaign expertise. [Ref: CIPS L5M6 Study Guide, pp.46-47 - Categories commonly outsourced]

NEW QUESTION # 62

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, low market growth
- D. Low market share, high 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 # 63

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

Answer: A

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 # 64

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