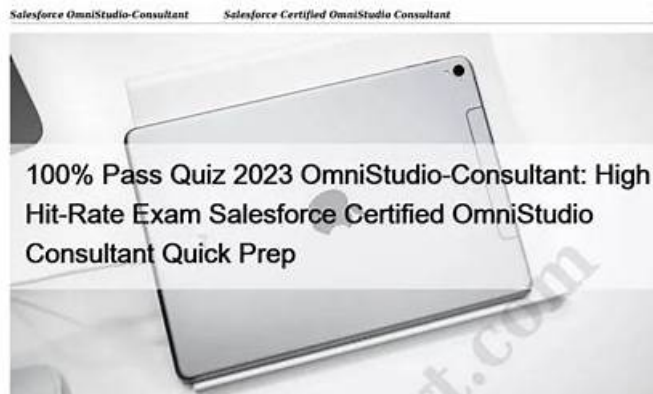


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CIPS Category Management Sample Questions (Q39-Q44):

NEW QUESTION # 39

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

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

Answer: C,D

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 # 40

The objective of negotiation with a supplier is to ensure the Five Rights of Procurement. Which of the following are part of the Five Rights? Select THREE.

- A. Right product
- B. Right price
- C. Right supplier
- D. Right relationship
- E. Right time

Answer: A,B,E

Explanation:

The Five Rights of Procurement are fundamental principles ensuring procurement delivers value. They are:

- * Right product - ensuring goods/services meet requirements.
- * Right quality - ensuring standards are appropriate.
- * Right time - goods/services are available when needed.
- * Right place - ensuring delivery is to the correct location.
- * Right price - balancing cost efficiency with value.

Options B, C, and D reflect these principles. "Right supplier" and "right relationship" are not part of the traditional five rights, though they are important in broader supplier management. By aligning negotiations with the Five Rights, procurement professionals secure both operational efficiency and strategic value. These principles also provide benchmarks against which procurement performance can be measured.

Reference: CIPS L5M6 Study Guide, p.58

NEW QUESTION # 41

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

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

Answer: A

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 # 42

Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

- A. Retail
- **B. Construction**
- C. Services
- D. Agriculture

Answer: B

Explanation:

In construction, indirect costs include items like workshops, safety facilities, and design engineers. These are necessary for operations but not directly tied to a single output.

[Ref: CIPS L5M6 Study Guide, p.90 - Indirect cost examples by industry]

NEW QUESTION # 43

Peak Pricing is also known as which other type of pricing model?

- A. Price skimming
- **B. Dynamic pricing**
- C. Limit pricing
- D. Penetration pricing

Answer: B

Explanation:

Peak pricing is another term for dynamic pricing, where the cost of a product or service changes in response to fluctuations in demand and market conditions. A common example is airline ticket pricing, where fares increase during peak travel periods and drop during off-peak times.

Dynamic pricing relies on market data, technology, and sometimes artificial intelligence to adjust prices in real-time. It maximises revenue by capturing higher margins during periods of strong demand while stimulating sales when demand weakens.

Other options are different strategies:

- * Penetration pricing involves initially low prices to gain market entry.
- * Limit pricing aims to deter new entrants by setting prices low enough to discourage competition.
- * Price skimming involves launching at a high price, then gradually lowering it as demand declines.

In category management, understanding pricing models like dynamic pricing helps procurement anticipate supplier pricing strategies and develop negotiation tactics.

[Ref: CIPS L5M6 Study Guide, pp.180-182 - Pricing models and procurement]

NEW QUESTION # 44

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