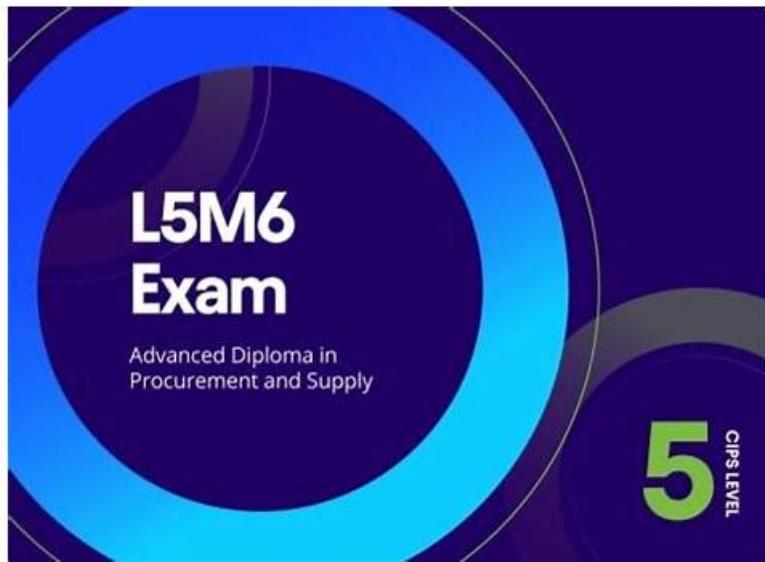


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CIPS Category Management Sample Questions (Q12-Q17):

NEW QUESTION # 12

A category which includes raw materials required in large quantities and high volumes is often known as what?

- A. Demand Category
- B. Primary Category
- C. **Direct Category**
- D. House Category

Answer: C

Explanation:

A Direct Category refers to spend on items that are directly linked to the production of goods or delivery of services. For manufacturers, this includes raw materials, components, and items required in high volumes that form part of the finished product. These categories are critical because supply disruptions or price volatility can have significant impacts on production and customer

delivery. Conversely, Indirect Categories refer to goods and services not directly linked to production, such as cleaning services, IT systems, or office supplies.

Effective management of direct categories often involves long-term supplier relationships, strategic sourcing, and risk management. Since they directly affect business continuity, procurement strategies must prioritise availability, cost stability, and quality. Category managers often use Kraljic's Matrix and forecasting tools to design robust sourcing strategies for direct categories.

Reference: CIPS L5M6 Study Guide, p.4

NEW QUESTION # 13

High exit barriers in a marketplace mean that rivalry between suppliers is low. Is this statement TRUE?

- A. No - high exit barriers mean no new suppliers will enter the marketplace
- B. No - rivalry between existing suppliers is high
- C. Yes - rivalry is low as buyer power is strong
- D. Yes - rivalry is low as supplier power is strong

Answer: B

Explanation:

The correct response is No - rivalry between existing suppliers is high. Exit barriers refer to the difficulty suppliers face when attempting to leave a market or industry. These barriers may include high investment in specialised assets, contractual obligations, redundancy costs, or reputational damage. When suppliers are unable or unwilling to exit, they remain within the industry regardless of declining profitability. This forces them to compete aggressively to retain market share, which increases rivalry among existing firms.

Options A and B are incorrect because the question relates to rivalry, not directly to buyer or supplier power.

Option D is also incorrect because exit barriers do not influence new suppliers entering; they affect current suppliers trying to leave. A practical example is the oil and energy industry, where huge capital investments make it very costly to exit. Companies stay even during downturns, resulting in fierce rivalry.

[Ref: CIPS L5M6 Study Guide, p.114 - Porter's Five Forces: Exit Barriers and Rivalry]

NEW QUESTION # 14

What name is given to an item or business which has both low market share and low growth?

- A. Star
- B. Dog
- C. Question mark
- D. Cash cow

Answer: B

Explanation:

In the BCG Growth-Share Matrix, a dog is a business unit or product that has both a low relative market share and a low growth rate. Such items typically generate low or no profits and are often seen as candidates for divestment or discontinuation. Unlike cash cows which generate strong cash flow despite slow growth, or stars which dominate high-growth markets, dogs occupy a weak position in the portfolio. Managing these categories strategically is critical because maintaining them often consumes more resources than the value they return. Organisations need to assess whether retaining these products provides any strategic advantage, such as complementing other offerings, or whether resources should be reallocated. This is why category managers use tools like the BCG Matrix to evaluate the positioning of spend categories and align them with organisational strategy.

Reference: CIPS L5M6 Study Guide, p.117

NEW QUESTION # 15

Which of the following parts of a SWOT analysis summarise activities and characteristics which are internal to the business? Select TWO.

- A. Threats
- B. Strengths
- C. Weaknesses
- D. Opportunities

Answer: B,C

Explanation:

A SWOT Analysis distinguishes between internal factors (strengths and weaknesses) and external factors (opportunities and threats). Strengths are internal capabilities, resources, or skills that give the organisation an advantage in the market-such as strong supplier relationships, unique expertise, or cost leadership.

Weaknesses are internal limitations, such as lack of investment, poor technology, or inadequate processes.

These are factors the organisation has direct control over and can improve. On the other hand, opportunities and threats are external influences outside the business's direct control, such as market trends, legislation, or competitor actions. For category management, applying SWOT allows managers to assess the current position of categories and design strategies that build on strengths and address weaknesses. This analysis also ensures that procurement strategies remain aligned with organisational goals and competitive environments. The correct recognition of internal versus external factors is essential to avoid misdiagnosis and wasted effort.

Reference: CIPS L5M6 Study Guide, p.121

NEW QUESTION # 16

Teddy Ltd has created a virtual cross-functional procurement team across divisions. What could become a barrier to success?

- A. Geography
- B. Time
- C. Language and use of acronyms
- D. Cost

Answer: C

Explanation:

The key barrier is language and the use of acronyms. In cross-functional, international, or virtual teams, communication challenges can hinder collaboration. Procurement often uses specialised terminology and acronyms that other functions or non-native speakers may not fully understand. This can create confusion, misalignment, and inefficiency.

Geography is less of an issue in virtual teams, as digital platforms enable collaboration across locations. Time and cost can be challenges, but the study guide specifically identifies language and acronyms as barriers.

Effective category managers overcome this by using clear, simple communication and ensuring shared understanding of procurement terms. This reduces misunderstandings and ensures that all team members- finance, engineering, operations-can contribute effectively.

Cross-functional teamwork is central to category management success, but only if barriers to collaboration are proactively addressed.

[Ref: CIPS L5M6 Study Guide, p.64 - Cross-functional teams and barriers]

NEW QUESTION # 17

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