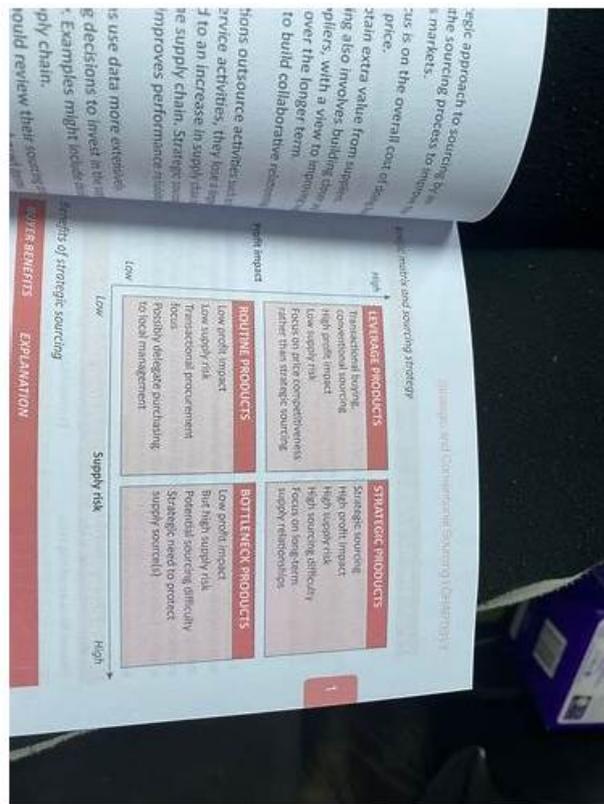


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## CIPS Category Management Sample Questions (Q12-Q17):

### NEW QUESTION # 12

Category Management and Strategic Sourcing are terms which are interchangeable. Is this statement TRUE?

- A. No - Category Management is a tactical form of sourcing
- B. Yes - Strategic Sourcing is a type of Category Management
- C. Yes - they are synonyms and used interchangeably within most organisations
- **D. No - Category Management is a process most effectively applied when using a recognised framework and supporting tools**

**Answer: D**

Explanation:

Although some organisations mistakenly use Category Management and Strategic Sourcing interchangeably, they are not the same. Strategic Sourcing is a philosophy or approach to procurement, while Category Management is a structured process, applied most effectively through recognised frameworks like Kraljic or Kearney's 7-step model. Category Management is strategic, not tactical, and focuses on long-term value creation, supply market management, and alignment with organisational objectives. A direct quote from L5M6 states: "Category Management is a process and is applied most effectively when using a recognised framework and supporting tools." This clarity ensures that organisations do not reduce Category Management to short-term sourcing exercises. Instead, it emphasises cross-functional collaboration, innovation, and market analysis to achieve sustainable value.

Reference: CIPS L5M6 Study Guide, p.49

### NEW QUESTION # 13

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

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

**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 # 14

"Survival of the fittest" is a concept in supplier relationships. Which of the following does it describe?

- A. High focus on pricing, high focus on relationships
- B. Low focus on pricing, high focus on relationships
- **C. High focus on pricing, low focus on relationships**
- D. Low focus on pricing, low focus on relationships

**Answer: C**

Explanation:

Survival of the fittest in supplier management means driving competition by focusing heavily on price reduction, with minimal emphasis on building long-term relationships. This approach treats suppliers as interchangeable, encouraging them to compete aggressively for contracts.

It can yield short-term cost savings but risks damaging supplier collaboration, innovation, and resilience. It is suitable for commodities or non-strategic items where price is the dominant factor.

Other approaches differ:

- \* Trust-based or partnership models balance price with collaboration.
- \* No-cost modelling focuses on process transparency.
- \* Strategic alliances prioritise innovation and value creation.

Category Managers must carefully choose when to apply "survival of the fittest" as it may undermine long-term supplier stability if

used indiscriminately.

[Ref: CIPS L5M6 Study Guide, p.160 - Supplier relationship models]

### NEW QUESTION # 15

ABC Ltd wishes to ensure compliance across its supply chain.

Which of the following are steps that can be taken to ensure compliance with regulations and standards including CSR?

- A. Make ethics and compliance a priority when qualifying new suppliers
- B. Only work with large suppliers who have a CSR policy
- C. Communicate the company's values across the supply chain
- D. Do not work with suppliers in low-cost countries

**Answer: A,C**

Explanation:

\* Making ethics and compliance a priority [B] ensures supplier selection considers regulatory and social responsibility aspects.

\* Communicating values across the supply chain [C] builds alignment and accountability.

A and D are incorrect because having a CSR policy doesn't guarantee practice, and low-cost country sourcing does not automatically mean non-compliance.

[Ref: CIPS L5M6 Study Guide, p.107 - Ensuring compliance in supply chains]

### NEW QUESTION # 16

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

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

**Answer: D**

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 # 17

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