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CIPS Category Management Sample Questions (Q68-Q73):

NEW QUESTION # 68

Which of the following can be used to group categories for Category Management within an organisation?

- **A. UNSPC**
- B. Kraljic Matrix
- C. WTO Guidelines
- D. ISO9001

Answer: A

Explanation:

The United Nations Standard Products and Services Code (UNSPC) provides a universal taxonomy for classifying goods and services. Some organisations adopt UNSPC as a standard way of grouping categories for procurement, while others create their own frameworks tailored to business needs. Unlike tools such as the Kraljic Matrix, which is used to assess risk and value, UNSPC is a classification system designed for spend categorisation and reporting. Using standardised codes ensures better data consistency, benchmarking, and spend visibility across organisations, especially in global supply chains. By adopting UNSPC, procurement teams can reduce ambiguity in spend analysis and ensure categories are aligned with recognised frameworks.

Reference: CIPS L5M6 Study Guide, p.3

NEW QUESTION # 69

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

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

Answer: B

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 # 70

Claudio wants to limit risks from supplier financial instability. Which two actions are most effective?

- **A. Limit spend with one supplier to 30% of external spend**
- B. Use fewer suppliers
- **C. Have contingency plans in place**
- D. Contract smaller businesses and start-ups

Answer: A,C

Explanation:

The most effective approaches are:

* Limiting dependence on one supplier [B]: CIPS suggests no more than 30% of spend should be concentrated with a single supplier. This reduces exposure if that supplier becomes insolvent or fails to deliver.

* Having contingency plans [D]: Preparing alternative suppliers, safety stock, or emergency logistics ensures continuity in case of failure.

Options A and C are poor practices:

* Using fewer suppliers [A]: Increases dependency, making the business more vulnerable.

* Using small start-ups exclusively [C]: Increases risk because these firms often lack financial stability.

These strategies align with broader supply risk management principles, which focus on diversification, resilience, and proactive planning. Effective category managers must balance efficiency with risk reduction, ensuring supply continuity without over-consolidating.

[Ref: CIPS L5M6 Study Guide, p.57 - Supplier risk mitigation strategies]

NEW QUESTION # 71

Which of the following industries is the only one that does not have a specific SIC code?

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

Answer: B

Explanation:

The services industry does not have a specific SIC code because it is highly diverse, spanning multiple activities that do not fit neatly into a single classification.

[Ref: CIPS L5M6 Study Guide, p.88 - SIC classification limitations]

NEW QUESTION # 72

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 a high-level specification
- B. Market engagement
- **C. Market/commodity and options**
- D. Develop strategy/plan

Answer: C

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 # 73

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