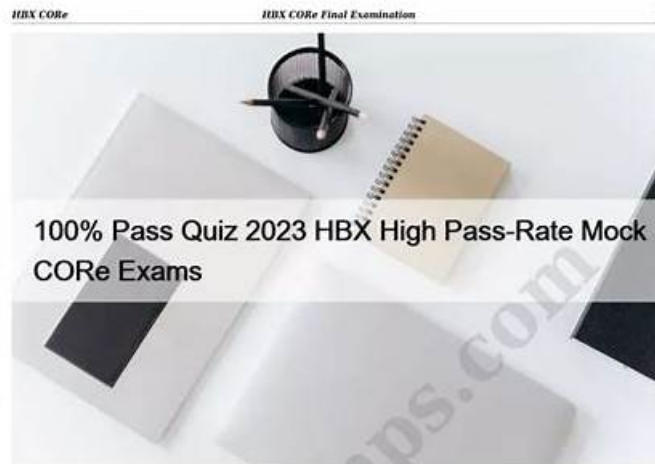


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CIPS Category Management Sample Questions (Q19-Q24):

NEW QUESTION # 19

Which of the following are benefits of Category Management? Select THREE.

- A. Less Staff Required
- B. Innovation
- C. Fewer Supplier Contracts
- D. Better Use of IT Systems
- E. Improved Supplier Relations

Answer: B,C,E

Explanation:

Category Management delivers multiple benefits for organisations, including:

- * Fewer supplier contracts, achieved by consolidating spend and reducing fragmentation.
- * Improved supplier relations, as suppliers are engaged strategically rather than transactionally, enabling stronger collaboration.
- * Increased innovation, which arises when procurement works closely with suppliers to develop new solutions and efficiencies.

Other benefits highlighted by CIPS include better pricing, improved terms and conditions, stakeholder satisfaction, enhanced risk management, and improved spend visibility. The incorrect options-"less staff required" and "better use of IT systems"-may result indirectly from streamlined procurement, but they are not primary benefits recognised in the category management framework. The true value of category management lies in shifting procurement from a transactional function to a strategic enabler of value. By grouping spend into categories and applying tailored strategies, organisations achieve economies of scale, better market intelligence, and stronger alignment with business objectives.

Reference: CIPS L5M6 Study Guide, p.6

NEW QUESTION # 20

Joan is a Category Manager at a packaging plant. She is creating a profile of the category she manages in order to identify the spend category. By obtaining data on her Category, which of the following will Joan be able to do?

- A. Benchmarking
- B. Find alternative suppliers
- C. Prepare projections and budgets for the future
- D. Competitive supplier selection

Answer: C

Explanation:

The first stage of Kearney's 7 Step Model is profiling the category, where data is gathered about spend, suppliers, and demand. This profiling provides the foundation for preparing future projections and budgets.

It ensures that procurement understands not only how much is currently being spent, but also the likely future requirements of the organisation. While finding alternative suppliers and benchmarking may emerge later in the process, the primary outcome of category profiling is reliable information for budgeting and strategic decision-making. This stage links procurement with financial planning and helps build business cases for category strategies. Without accurate data profiling, subsequent sourcing strategies may be flawed.

Reference: CIPS L5M6 Study Guide, p.29

NEW QUESTION # 21

Bellatrix Ltd has four main categories of spend, each headed by a Category Manager. Below is a brief outline of each:

- * Category Manager 1: Has a PhD and 15 years' experience. Very competent in developing specifications. Persuasion style built on knowledge, facts, and science.
- * Category Manager 2: Meets deadlines, identifies actions, achieves goals. Assertive, self-assured, articulate.

* Category Manager 3: Strong soft skills, relates well to people, builds supplier relationships.

Motivates others by being passionate and creating shared purpose.

* Category Manager 4: Creative thinker, anticipates market changes, produces quick solutions. In negotiations, they see problems from multiple perspectives.

Task:


Complete the table by identifying each Category Manager's competency and style of persuasion when negotiating with suppliers. Each response should only be used once.

Bellatricks Ltd - Drag & Drop Table

Category Manager	Competency	Style of Persuasion
Category Manager 1	—	
Category Manager 2	—	
Category Manager 3	—	—
Category Manager 4	—	—

Options to Place

Competencies	Styles of Persuasion
Functional Expert	Confidence
Influencer	Empathy
Innovator	Inspire
Results Seeker	Logic



Answer:


Explanation:

Bellatricks Ltd - Drag & Drop Table

Category Manager	Competency	Style of Persuasion
Category Manager 1	Functional Expert	Logic
Category Manager 2	Results Seeker	Confidence
Category Manager 3	Influencer	Inspire
Category Manager 4	Innovator	Empathy

Options to Place

Competencies	Styles of Persuasion
Functional Expert	Confidence
Influencer	Empathy
Innovator	Inspire
Results Seeker	Logic



Explanation:

Bellatrix Ltd - Completed Drag & Drop Answer Key

Category Manager	Competency	Style of Persuasion
Manager 1	Functional Expert	Logic
Manager 2	Results Seeker	Confidence
Manager 3	Influencer	Inspire
Manager 4	Innovator	Empathy



Category Manager 1 # Competency: Functional Expert | Persuasion: Logic

This manager has a PhD, 15 years' experience and is confident developing specifications. That profile maps directly to Functional Expert-deep technical knowledge, standards, and specification ownership. In persuasion terms, the description "strong product knowledge, facts and science" signals a Logic style:

arguments are evidence-led (data, benchmarks, test results, TCO calculations). In supplier negotiations, this type will frame proposals around measurable outcomes and compliance to technical requirements, using structured evaluations and objective criteria. The benefit is credibility and clarity; the risk is over-focusing on technical detail at the expense of relationship nuance. In category work, this style suits complex, specification-driven buys (e.g., engineered components, regulated goods) where accuracy and verification matter most.

Category Manager 2 # Competency: Results Seeker | Persuasion: Confidence

"Meets deadlines, identifies actions, achieves goals; assertive, self-assured, articulate" are classic Results Seeker cues-task focus, milestone discipline, outcome accountability. The persuasion tone is Confidence:

clear asks, firm positions, and decisive proposals. In supplier meetings, this manager will set SMART targets (cost down %, on-time delivery, lead-time reduction), drive cadence (QBRs, action logs), and hold parties to commitments. The upside is momentum and delivery; the watch-out is risking supplier defensiveness if assertiveness isn't balanced with listening. This pairing works well for leverage or non-critical categories where execution speed, price movement and service levels are the primary value drivers.

Category Manager 3 # Competency: Influencer | Persuasion: Inspire

"Strong soft-skills... builds effective relationships... motivates others by being passionate and creating a shared sense of purpose" signals Influencer-credible relationship builder who aligns stakeholders and suppliers. Their persuasion style is Inspire: appeal to shared goals (innovation, sustainability, growth), energise cross-functional teams, and co-create solutions. In supplier negotiations, they'll use vision statements, win-win framing, and recognition to unlock discretionary effort (e.g., co-development, cost-out workshops, service transformation). Strengths include engagement, change adoption and long-term partnership value; risks include under-weighting hard trade-offs if not supported by clear commercial guardrails. This pairing excels in strategic or transformation initiatives where collaboration is the multiplier.

Category Manager 4 # Competency: Innovator | Persuasion: Empathy

"Creative thinker... anticipates rapid changes... produces solutions quickly... sees problems from multiple points of view" matches Innovator-future-oriented, options-generating, comfortable with ambiguity. The persuasion fit is Empathy: actively understanding counterpart drivers (capacity, risk, margin pressures), connecting dots between perspectives, and shaping proposals that address mutual needs. In practice, this manager will run design-thinking workshops, scenario planning, and pilot trials, using supplier insights to re-frame requirements (e.g., modular specs, alternative materials, new service models). The advantage is differentiated value and resilience; the risk is scope drift if ideas aren't prioritised rigorously. This pairing is powerful in volatile markets and for categories needing redesign, sustainability shifts or new tech adoption.

NEW QUESTION # 22

SIC codes are sets of four-digit codes used to classify what?

- A. Countries
- B. Business departments
- C. Industries
- D. Spend categories

Answer: C

Explanation:

SIC [Standard Industrial Classification] codes are numerical codes used to classify industries. For example, 1000 = mining, 1500 = construction. These codes help in categorising spend, benchmarking, and market analysis but are not intended for memorisation.

[Ref: CIPS L5M6 Study Guide, p.82 - SIC codes]

NEW QUESTION # 23

In mitigating risks within the supply chain, which two factors should be assessed when evaluating potential risks?

- A. Cost
- B. Severity
- C. Likelihood
- D. People involved
- E. Location

Answer: B,C

Explanation:

The two most important factors when assessing supply chain risks are Severity and Likelihood. These are typically measured on a scale [e.g., 1-5], with the product of the two giving a risk score.

* Severity measures the potential impact on the organisation if the risk materialises. For example, supplier insolvency may severely disrupt operations.

* Likelihood assesses the probability of the event occurring.

The combination of severity \times likelihood determines whether a risk is low, medium, or high, and informs mitigation strategies.

Other options are less central:

* Location may influence likelihood but is a sub-factor.

* People involved is not a formal assessment criterion.

* Cost can be a consequence but is part of severity, not a separate factor.

Using severity and likelihood ensures risks are prioritised based on both impact and probability, allowing category managers to allocate resources effectively.

[Ref: CIPS L5M6 Study Guide, p.40 - Risk assessment and mitigation protocols]

NEW QUESTION # 24

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