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CIPS Category Management Sample Questions (Q47-Q52):

NEW QUESTION # 47

In Category Management, which of the following Models can be used for creating a step-by-step plan for Strategic Sourcing?

- A. Kearney's 7 Step Model
- B. Kraljic Matrix
- C. The Pareto Principle
- D. Porter's 5 Forces

Answer: A

Explanation:

Kearney's 7 Step Strategic Sourcing Model provides a structured, step-by-step approach for managing sourcing activities. The steps include profiling the category, assessing the supply market, developing sourcing strategies, and implementing them. This model ensures that sourcing is systematic, evidence-based, and aligned with strategic objectives. Unlike tools such as the Kraljic Matrix, which classifies items by risk and impact, Kearney's model provides an end-to-end process framework for sourcing execution. Similarly, Pareto and Porter's 5 Forces are useful analytical tools but not procedural sourcing frameworks. For category managers, the Kearney Model is valuable because it emphasises cross-functional collaboration, data-driven decision-making, and continuous improvement. Its structured approach reduces risks of ad-hoc decision-making and ensures alignment with organisational goals. This is why it is a central feature of L5M6 study material and often tested in exams.

Reference: CIPS L5M6 Study Guide, p.28-29

NEW QUESTION # 48

Under what circumstances should forecast data be amended? Select THREE.

- A. There is significant price inflation
- B. Health and safety legislation changes
- C. A key customer is lost
- D. Operations move to a new location
- E. A key supplier ceases trading

Answer: A,C,E

Explanation:

Forecasts must be dynamic and updated when major internal or external changes occur. Losing a key customer significantly reduces demand, meaning forecasts must be lowered accordingly. Similarly, if a key supplier ceases trading, supply constraints may alter procurement strategies, requiring adjustment to supply and spend forecasts. Likewise, significant price inflation impacts both demand planning and budgeting, as organisations must reassess affordability and potentially seek alternatives. On the other hand, relocating operations or new health and safety legislation may change processes, but they do not directly influence demand, supply, or pricing forecasts. For category managers, regularly reviewing and amending forecasts ensures procurement strategies remain relevant and aligned with market realities. Without this adaptability, organisations risk supply disruptions, overestimation of needs, or financial misalignment.

Reference: CIPS L5M6 Study Guide, p.140

NEW QUESTION # 49

Servers, hardware and licences are items which may be found in which category of spend?

- A. Legal
- B. IT
- C. Professional services
- D. Facilities management

Answer: B

Explanation:

Items such as servers, hardware, and licences fall under the IT (Information Technology) category of spend. Categories are organised into direct and indirect spend, and IT is a common example of indirect spend, which includes goods and services that do not directly contribute to production but are essential to operations. IT spend is strategically important as it supports digital transformation, efficiency, and business continuity. Effective management of IT categories involves considering licensing agreements, hardware refresh cycles, cybersecurity, and vendor lock-in risks. Poor IT procurement strategies can lead to high costs, inefficiencies, and security vulnerabilities. Category managers in IT must also keep up with fast-changing technology markets, cloud adoption trends, and vendor consolidation. Recognising IT as a distinct category ensures that procurement strategies address unique risk factors and maximise value.

NEW QUESTION # 50

What form of procurement is Category Management?

- A. Planned
- **B. Strategic**
- C. Reactional
- D. Tactical

Answer: B

Explanation:

Category Management is a strategic approach to procurement. According to CIPS, it is defined as "a rigorous fact-based, end-to-end process for proactively collaborating with stakeholders to develop and implement sourcing strategies that deliver significant value from an organisation's external spend." Unlike tactical or reactive procurement, which focuses on immediate needs or firefighting, category management emphasises long-term planning, data analysis, supplier relationships, and alignment with business objectives. It goes beyond simply planning purchases in advance [which could apply to 'planned procurement'] by integrating market intelligence, risk assessment, and value optimisation.

Being strategic means that category management seeks not only cost savings but also innovation, sustainability, and resilience. It requires cross-functional collaboration and the use of analytical tools like Kraljic matrices, total cost of ownership, and supplier segmentation.

Therefore, the most accurate categorisation is strategic procurement, not merely tactical or planned.

[Ref: CIPS L5M6 Study Guide, p.2 - Category Management as a strategic approach]

NEW QUESTION # 51

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

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

Answer: A

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 # 52

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