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CIPS Category Management Sample Questions (Q83-Q88):

NEW QUESTION # 83

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

Answer: B

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 # 84

Yvonne is the Lead Negotiator for her Category. She is renewing a contract with an existing supplier and her negotiation technique is based on being passionate and creating a shared sense of purpose. Which negotiation style does she employ?

- A. Empathy
- B. Logic
- **C. Inspire**
- D. Confidence

Answer: C

Explanation:

The correct answer is Inspire. According to the negotiation styles outlined in the L5M6 study guide, the Inspire style is based on passion, motivation, and creating a sense of shared purpose between buyer and supplier. It focuses on appealing to the values and aspirations of the other party, encouraging collaboration and commitment beyond transactional goals.

Unlike logic [which relies on rational arguments and data] or confidence [which emphasizes authority and assertiveness], inspire creates an emotional connection that fosters trust and long-term cooperation. Empathy is another style that focuses on understanding the other party's position but does not carry the motivational dimension of "inspire." For category managers, using an inspire style can be particularly powerful when renewing contracts with long-term suppliers where collaboration, innovation, and trust are critical to value creation. It demonstrates leadership and ensures both sides are committed to mutually beneficial outcomes.

[Ref: CIPS L5M6 Study Guide, p.67 - Negotiation styles in category management]

NEW QUESTION # 85

Which of the following are legal aspects of a contract a Procurement Manager should know?

- **A. Intellectual Property**
- **B. Liabilities**
- **C. TUPE**
- D. Relationship management
- E. Sustainability

Answer: A,B,C

Explanation:

The three correct legal aspects are:

* Liabilities [C]: Define responsibility for damages, breaches, or non-performance.

* Intellectual Property [D]: Protects innovations, designs, and brand assets in supplier agreements.

* TUPE [E]: Transfer of Undertakings [Protection of Employment], a UK law ensuring employees retain rights when transferred between companies.

While sustainability and relationship management are important procurement considerations, they are not specifically legal aspects of contracts. Legal knowledge ensures procurement professionals protect their organisations from financial, reputational, and operational risks.

TUPE is particularly relevant in outsourcing agreements, where staff may move from one employer to another. Procurement managers must ensure compliance with local employment laws to avoid legal disputes.

CIPS stresses that category managers should not act as lawyers but must have sufficient legal awareness to identify risks and escalate issues to legal specialists.

[Ref: CIPS L5M6 Study Guide, p.57 - Legal aspects in procurement contracts]

NEW QUESTION # 86

Analytics data can be used in Category Management forecasting. Which of the following would be a form of Analytics Data?

- A. Data from the past e.g. historical trends
- B. Expertise data e.g. estimated lead times
- C. Data models and predictions e.g. trends for the future
- D. Known data e.g. manufacturing capacity

Answer: C

Explanation:

Analytics data refers to data models and predictions, often generated through statistical methods or advanced software, that provide insights into future trends. Unlike historical data, which looks at past performance, or known data, which describes current realities, analytics projects what is likely to happen in the future. For example, predictive analytics can identify demand spikes based on past seasonal behaviour, consumer sentiment, or economic indicators. In category management, such predictive models are invaluable for anticipating supply shortages, managing risks, and planning procurement strategies. Analytics data allows procurement professionals to move from reactive decision-making to proactive and strategic management.

The integration of analytics into forecasting also supports better negotiation with suppliers, as buyers can demonstrate awareness of future trends and cost drivers. In today's fast-changing markets, reliance solely on historical data is insufficient—analytics data gives procurement a competitive edge.

Reference: CIPS L5M6 Study Guide, p.140

NEW QUESTION # 87

Derek is a Supply Chain Manager conducting a risk assessment. A supplier from 10,000 miles away could fail to deliver, and the risk is classified as major. Using a 1-5 scale for severity and likelihood, which score applies?

- A. 0
- B. 1
- C. 2
- D. 3

Answer: B

Explanation:

The correct score is 25, which is the highest possible risk score on a 1-5 scale. This reflects a major risk with both severity [5] and likelihood [5] rated as high. The risk assessment methodology multiplies these two factors [$5 \times 5 = 25$] to produce a risk rating.

This scoring system enables supply chain managers to rank risks and prioritise mitigation strategies. A risk scored at 25 requires urgent attention, such as developing contingency plans, dual sourcing, increasing safety stock, or renegotiating terms with suppliers. Lower scores such as 1, 5, or 10 indicate lower overall risk exposure, but in this case, the combination of long geographical distance, reliance on a low-cost country supplier, and criticality of the order elevates the risk to the maximum score.

Risk assessment tools like this are central to category management because they support proactive risk mitigation rather than reactive crisis management.

[Ref: CIPS L5M6 Study Guide, p.56 - Risk assessment scoring and protocols]

NEW QUESTION # 88

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