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CIPS Category Management Sample Questions (Q91-Q96):

NEW QUESTION # 91

CEB Research states that there are 6 competencies which drive strategic performance in Procurement. The ability to stay calm under pressure and handle criticism is which competency?

- A. Adaptor
- B. Innovator
- C. Influencer
- D. Results seeker

Answer: A

Explanation:

The Adaptor competency reflects resilience and flexibility, particularly the ability to remain calm under pressure and handle criticism constructively. CEB Research identifies six key competencies for high-performing procurement teams: functional expert, influencer, results seeker, innovator, adaptor, and complier.

Each competency contributes to overall effectiveness. Adaptors are especially important in procurement because markets are dynamic and supplier relationships can be complex. Their ability to adjust strategies in the face of change ensures procurement

remains resilient. For category managers, adaptability supports risk management, stakeholder engagement, and effective negotiation. Without this competency, procurement risks being rigid and unresponsive to changing circumstances.
Reference: CIPS L5M6 Study Guide, p.70

NEW QUESTION # 92

Barb is a Category Manager at XYZ Logistics. She is putting together a Category Plan. Which of the following sections should she include? Select THREE.

- A. Category objectives
- B. HR information on the team
- C. History of the category
- D. Category risks
- E. Supply market analysis

Answer: A,D,E

Explanation:

A Category Plan is a strategic document that sets out how a category will be managed to deliver organisational objectives. It typically includes:

- * Supply market analysis to understand supplier dynamics, competition, and risks.
- * Category objectives, which align with organisational strategy and specify what procurement aims to achieve.
- * Category risks, which outline potential threats and mitigation strategies.

HR information and a full history of the category are not required, as the plan is forward-looking, focusing on strategy rather than operational details. While historical context may be summarised in an executive overview, it does not form a full section. A well-structured Category Plan supports better decision-making, stakeholder engagement, and ensures consistent management of spend. It provides a roadmap for how value will be captured, risks managed, and supplier relationships developed. Without it, category management risks becoming reactive and fragmented.

Reference: CIPS L5M6 Study Guide, p.10

NEW QUESTION # 93

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

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

Answer: A,B,C

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 # 94

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

- A. Legal
- B. IT
- C. Facilities management

- D. Professional services

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.

Reference: CIPS L5M6 Study Guide, p.3

NEW QUESTION # 95

The objective of negotiation with a supplier is to ensure the Five Rights of Procurement. Which of the following are part of the Five Rights? Select THREE.

- A. Right price
- B. Right time
- C. Right relationship
- D. Right product
- E. Right supplier

Answer: A,B,D

Explanation:

The Five Rights of Procurement are fundamental principles ensuring procurement delivers value. They are:

- * Right product - ensuring goods/services meet requirements.
- * Right quality - ensuring standards are appropriate.
- * Right time - goods/services are available when needed.
- * Right place - ensuring delivery is to the correct location.
- * Right price - balancing cost efficiency with value.

Options B, C, and D reflect these principles. "Right supplier" and "right relationship" are not part of the traditional five rights, though they are important in broader supplier management. By aligning negotiations with the Five Rights, procurement professionals secure both operational efficiency and strategic value. These principles also provide benchmarks against which procurement performance can be measured.

Reference: CIPS L5M6 Study Guide, p.58

NEW QUESTION # 96

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