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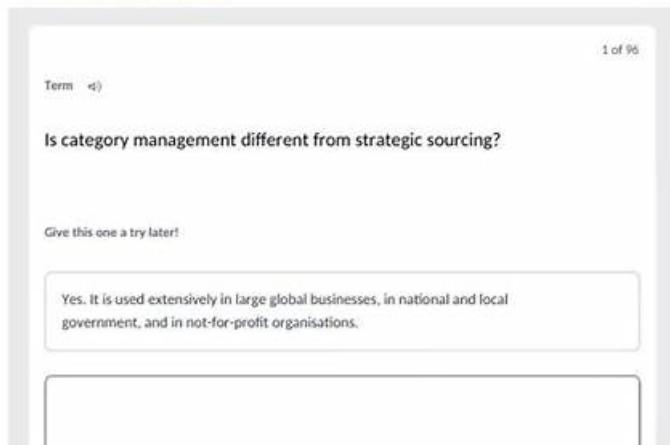
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Pass Guaranteed Quiz 2026 CIPS Reliable L5M6: Category Management Latest Questions

CIPS Category Management Sample Questions (Q76-Q81):

NEW QUESTION # 76
According to Porter's Five Forces, supplier power is strong in industries where which of the following is true?
[Select THREE]

- A. Switching costs are low
- B. Supplier's customers are fragmented
- C. Forward integration is possible
- D. The product is undifferentiated
- E. No substitutes are available

Answer: B,C,E

Explanation:
Supplier power is strong when buyers have fewer choices and suppliers have leverage. This occurs where:
* No substitutes are available [A]: Buyers are locked into what suppliers provide, increasing supplier power.
* Supplier's customers are fragmented [B]: When customers are fragmented [many small buyers], they cannot collectively negotiate, so suppliers hold more power.
* Forward integration is possible [D]: Suppliers can bypass buyers and sell directly to the end customer, which gives them negotiating strength.
Options C and E relate more to buyer power:
* Switching costs are low [C]: This reduces supplier power as buyers can easily move.
* Undifferentiated products [E]: This strengthens buyer power since products are interchangeable.
[Ref: CIPS L5M6 Study Guide, p.116 - Porter's Five Forces model]

NEW QUESTION # 77
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 # 78
In A.T. Kearney's 7 Step Model of Strategic Sourcing, which of the following should be done first?

- A. Selection of implementation path
- B. Continuous benchmarking of supply market
- C. Supplier portfolio generation

- D. Competitive supplier selection

Answer: C

Explanation:
The first step in A.T. Kearney's 7 Step Model of Strategic Sourcing is Supplier Portfolio Generation. The model provides a structured approach to sourcing, beginning with an understanding of current spend and supplier landscape before progressing to strategy development and implementation.
The seven steps are:
* Profile spend and supply base.
* Develop sourcing strategy and cost comparison.
* Generate supplier portfolio.
* Select implementation path.
* Select competitive suppliers.
* Integrate operations with suppliers.
* Continuously benchmark supply market.
The reason supplier portfolio generation is first is because procurement must identify potential suppliers and the overall supply base structure before choosing strategies or engaging in competitive selection. Skipping this step risks building a strategy without understanding available market options.
Thus, while options C and D are important later in the process, they cannot occur without first mapping the supplier portfolio.
[Ref: CIPS L5M6 Study Guide, Chapter 1.2 - Strategic Sourcing Models, esp. p.31-32]

NEW QUESTION # 79
Which of the following approaches to managing cost, common in Category Management, results in the most reduced costs from suppliers and increased value?

- A. Price acceptance
- B. Cost-out
- C. Price management
- D. Cost-down

Answer: B

Explanation:
Cost-out is the most effective approach for reducing supplier costs while increasing value. It involves redesigning products or services collaboratively with suppliers to eliminate costs before they occur. For example, altering product design to use fewer materials can reduce overall costs without compromising quality. This differs from price acceptance (simply accepting a supplier's offer), price management (controlling or negotiating pricing), or cost-down (gradual cost reduction). Cost-out is proactive and strategic, focusing on long-term value creation rather than short-term savings. For category managers, adopting cost-out strategies requires close supplier collaboration, innovation, and joint investment in process improvements.
Reference: CIPS L5M6 Study Guide, p.79

NEW QUESTION # 80
Analytics data can be used in Category Management forecasting. Which of the following would be a form of Analytics Data?

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

Answer: A

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 # 81

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