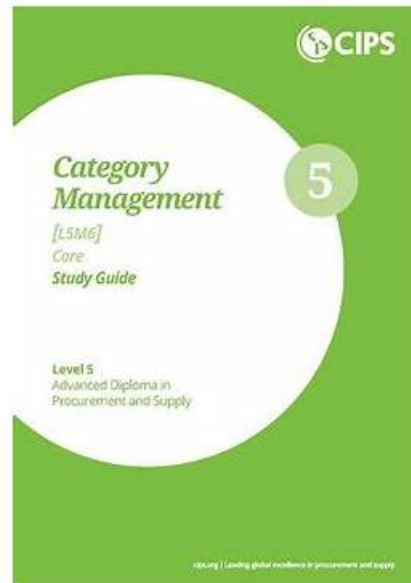


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CIPS Category Management Sample Questions (Q22-Q27):

NEW QUESTION # 22

Caleb is completing a risk assessment on his supply chain using a matrix categorising risks on a scale of 1-5. He identifies one risk with a score of 2. Which category of risk would this fall into?

- A. Major
- **B. Minor**
- C. Main
- D. Moderate

Answer: B

Explanation:

Risk assessments in procurement often use a likelihood × severity matrix. Risks are scored on scales from 1-5, and the scores are multiplied. A score of 2 indicates a minor risk with low impact and/or low probability.

For comparison, risks with scores in the upper range (e.g., 20-25) are considered major risks that demand immediate mitigation. Minor risks, although not ignored, are often monitored rather than heavily resourced.

This structured approach ensures procurement teams focus resources on the most significant threats while still maintaining oversight of low-level risks. By categorising risks this way, category managers create clarity for decision-makers and align procurement risk management with enterprise-wide frameworks.

Reference: CIPS L5M6 Study Guide, p.56

NEW QUESTION # 23

In which section of a balance sheet would you find the term "goodwill"?

- A. Current assets
- B. Non-current liabilities
- C. Current liabilities
- **D. Non-current assets**

Answer: D

Explanation:

Goodwill is found under Non-current assets in a balance sheet. Goodwill arises when one company acquires another for a value greater than its tangible assets, reflecting intangible benefits such as brand reputation, customer loyalty, patents, or strong supplier relationships.

For example, if a company is valued at £10 million based on tangible assets but is purchased for £15 million, the £5 million difference is recorded as goodwill. This asset remains on the balance sheet until impaired [e.g., if the acquired brand loses value].

It is not a current asset because it cannot be quickly liquidated within one year. Nor is it a liability [current or non-current] since it represents value, not debt.

For procurement and category managers, goodwill can signal a supplier's market position, brand strength, and long-term stability. It highlights how intangible assets, though harder to measure, play a role in supplier evaluation and business acquisitions.

[Ref: CIPS L5M6 Study Guide, p.183 - Financial terms and balance sheet analysis]

NEW QUESTION # 24

When implementing procurement projects, it is important for Category Managers to consider the "human side" of change. Why is this?

- A. Change will always bring about a positive result
- B. A change cannot be made without buy-in from everyone
- C. Everybody is resistant to change
- **D. Ignoring stakeholders' feelings may result in rework or a poor result**

Answer: D

Explanation:

The correct answer is ignoring stakeholders' feelings may result in rework or a poor result. In category management, implementing change-whether new sourcing strategies, supplier consolidation, or digital tools-affects multiple stakeholders. People often resist

change, either passively or actively. CIPS highlights a model where typically 20% embrace change, 60% accept it cautiously, and 20% actively oppose it.

If stakeholders' concerns are ignored, resistance can derail projects, leading to delays, poor adoption, or the need for costly rework. For example, if end-users are not engaged in developing specifications, the final product may not meet needs, requiring adjustments later.

Options A and B overstate the issue; not everyone resists change, but enough stakeholders may to cause disruption. Option D is incorrect because change can also bring risks and negative consequences if poorly managed.

Effective change management in procurement requires communication, stakeholder engagement, and addressing emotional as well as technical challenges.

[Ref: CIPS L5M6 Study Guide, p.68 - Managing the human side of change]

NEW QUESTION # 25

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

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

Answer: D

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 # 26

What are the three main enablers of successful Category Management?

- **A. Tools**
- **B. People**
- C. Environment
- D. Place
- **E. Technology**

Answer: A,B,E

Explanation:

The three key enablers are People, Tools, and Technology. Each plays a distinct but interconnected role in making category management effective:

* People: Skilled category managers and cross-functional teams provide the expertise, negotiation skills, and stakeholder engagement needed for success. Without trained professionals, strategies cannot be executed effectively.

* Tools: Analytical frameworks like Kraljic's Matrix, spend analysis, TCO, and risk assessment tools enable informed decision-making. These provide structure and evidence for procurement strategies.

* Technology: Digital platforms such as e-procurement systems, data analytics software, and supplier relationship management [SRM] tools support efficiency, transparency, and scalability.

By contrast, options such as "Place" and "Environment" are not formal enablers within CIPS's framework.

While environmental and cultural context matter, they are not listed as the three foundational enablers.

The study guide emphasises that category management can only be effective when these three enablers work together-skilled people using appropriate tools and supported by the right technology.

[Ref: CIPS L5M6 Study Guide, p.6 - Enablers of Category Management]

NEW QUESTION # 27

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