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CIPS Category Management Sample Questions (Q45-Q50):

NEW QUESTION # 45

Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

- A. Agriculture
- B. Retail
- C. Services
- D. Construction

Answer: D

Explanation:

In construction, indirect costs include items like workshops, safety facilities, and design engineers. These are necessary for operations but not directly tied to a single output.

[Ref: CIPS L5M6 Study Guide, p.90 - Indirect cost examples by industry]

NEW QUESTION # 46

James works for an online retailer and has recently completed a Pareto analysis of customer complaints. He found that the top two issues were website errors and incorrect product codes. However, he is aware there are weaknesses in Pareto analysis. Which of the following are true? Select TWO.

- A. Pareto only identifies 20% of the issues
- **B. There is no insight into root cause**
- **C. Further analysis will be needed to produce results**
- D. Pareto uses qualitative data only

Answer: B,C

Explanation:

Pareto Analysis identifies the "vital few" issues that cause the majority of problems, usually presented as the 80/20 rule. While it is useful for prioritisation, its limitation is that it only highlights the frequency of issues and not the root causes behind them. In James's example, identifying that "website errors" are the top cause of complaints is useful, but it doesn't explain why the errors occur. Therefore, further investigation such as root cause analysis or process mapping is required to implement corrective action. Another limitation is that Pareto analysis is based on quantitative data only, not qualitative, meaning it cannot capture customer perceptions or subjective insights. This reinforces the need to use Pareto in conjunction with other diagnostic tools for effective problem solving. In practice, category managers must use Pareto as a screening tool to highlight priorities and then follow with more detailed analysis to ensure improvements are sustainable.

Reference: CIPS L5M6 Study Guide, p.93

NEW QUESTION # 47

Porter's 5 Forces is a useful tool to analyse market factors that affect profitability. Which of the following is not one of the forces?

- A. Threat of substitutions
- B. Threat of new entrants
- **C. Threat of buyers**
- D. Rivalry among existing firms in the industry

Answer: C

Explanation:

The correct terminology is bargaining power of buyers, not "threat of buyers". Porter's Five Forces are:

- * Threat of new entrants
- * Bargaining power of suppliers
- * Bargaining power of buyers
- * Threat of substitutes

Reference: CIPS L5M6 Study Guide, p.111

NEW QUESTION # 48

Volatile inflation rates are a risk that can affect any business. Which STEEPLED factor would this fall under?

- A. Ethical
- B. Socio-Cultural
- **C. Economic**
- D. Political

Answer: C

Explanation:

Inflation is directly linked to the Economic factor within STEEPLED. It affects costs, purchasing power, and business profitability.
[Ref: CIPS L5M6 Study Guide, p.109 - STEEPLED analysis factors]

NEW QUESTION # 49

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. Inspire**
- C. Confidence
- D. Logic

Answer: B

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 # 50

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