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CIPS Category Management Sample Questions (Q22-Q27):

NEW QUESTION # 22
Penelope works for an international manufacturer. Which categories are most likely to be outsourced?

- A. Warehousing
- B. Operations
- C. Raw materials
- D. Facilities management
- E. Marketing services

Answer: D,E

Explanation:
The categories most likely to be outsourced are Marketing services and Facilities Management [FM].
These are examples of indirect spend categories where external providers often offer specialist expertise, cost efficiency, and

scalability.

CIPS identifies five indirect categories frequently outsourced: Marketing, Facilities Management, IT /Communications, Human Resources, and MRO [Maintenance, Repairs, Operations]. Outsourcing these allows organisations to focus internal resources on core competencies such as manufacturing or R&D.

Raw materials, warehousing, and operations are typically core to production and therefore managed internally or strategically sourced, rather than fully outsourced. While warehousing may sometimes be outsourced [3PL], it is not listed among the primary categories in the study guide.

Outsourcing decisions must balance cost, risk, and strategic importance. For example, outsourcing FM reduces overheads while ensuring professional management of buildings and services, whereas marketing agencies provide creativity and campaign expertise. [Ref: CIPS L5M6 Study Guide, pp.46-47 - Categories commonly outsourced]

NEW QUESTION # 23

At which stage in the Procurement Cycle can most value be added?

- A. Specify requirements
- B. Review
- C. Supplier selection
- D. Negotiate and award contract

Answer: B

Explanation:

CIPS highlights that the review stage of the Procurement Cycle offers the greatest opportunity to add value.

This is because it involves assessing whether objectives have been met, identifying lessons learned, and capturing continuous improvement opportunities. While specifying requirements and supplier selection are critical, the review stage ensures that outcomes are measured against expectations and future strategies are refined. For example, reviewing contract performance may reveal contract leakage or highlight areas where better supplier engagement could drive innovation. This feedback loop transforms procurement from a transactional process into a learning system. By institutionalising review mechanisms, organisations improve their resilience and ensure that procurement strategies evolve with business needs and market changes.

Reference: CIPS L5M6 Study Guide, p.42

NEW QUESTION # 24

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

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 # 25

In a Sourcing Business Model, stakeholders must answer key questions to determine the right model.
Which are the most important?

- A. What is the most appropriate economic model?
- B. What factors form part of the total cost of ownership?
- C. How much risk does the company wish to take?
- D. What is the most appropriate contractual relationship?

Answer: A,D

Explanation:
In deciding the correct Sourcing Business Model, stakeholders must clarify two fundamental issues:
* The most appropriate contractual relationship [C]: This could be transactional [short-term, cost- focused], relational [long-term collaboration], or investment-based [joint ventures, alliances]. The choice defines how risks and rewards are shared with suppliers.
* The most appropriate economic model [D]: This determines the pricing and performance framework, e.g., transactional [pay-per-unit], output-based, or outcome-based [pay-for-results].
Options A and B are important but secondary considerations. Risk appetite and TCO factors are inputs to decision-making, but the contractual and economic models define the overall sourcing structure.
This reflects the study guide's emphasis that sourcing models should be tailored to category complexity and business objectives.
Using the wrong model can undermine supplier relationships and value delivery.
[Ref: CIPS L5M6 Study Guide, p.32 - Key questions in Sourcing Business Models]

NEW QUESTION # 26
What is the purpose of a Category Board?

- A. To approve spending over a certain amount
- B. To develop and implement a category strategy
- C. To select the Category Manager
- D. To mitigate all risks

Answer: B

Explanation:
A Category Board [sometimes called a Category Council or Committee] is a cross-functional group of stakeholders responsible for overseeing the development and implementation of a category strategy. It brings together representatives from procurement, finance, operations, and other relevant departments to ensure that sourcing decisions align with overall business objectives.
While boards may also review spending or risk, their main role is strategic governance. They provide input into category planning, approve strategies, resolve conflicts, and ensure stakeholder buy-in. This collaboration is essential, as category management is a cross-functional discipline that cannot succeed if procurement operates in isolation.
Options A and B are too narrow, while option D is unrealistic-no body can "mitigate all risks." Instead, the board ensures risks are recognised and addressed within the strategy.
The study guide highlights the importance of such structures in embedding category management within an organisation's governance framework.
[Ref: CIPS L5M6 Study Guide, pp.614 - Category Boards and governance in category management]

NEW QUESTION # 27
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