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CIPS Category Management Sample Questions (Q43-Q48):

NEW QUESTION # 43

On the BCG Matrix, what is a cash cow?

- A. High market share, low market growth

- B. High market share, high market growth
- C. Low market share, high market growth
- D. Low market share, low market growth

Answer: A

Explanation:

Within the Boston Consulting Group [BCG] Matrix, a Cash Cow represents a product or business unit that holds a high market share in a low-growth market. These products typically generate strong and stable cash flows because they dominate their markets with little new competition. Although growth opportunities are limited, these units require minimal investment and often fund other parts of the business.

For example, a well-established soft drinks brand in a mature market is a classic cash cow. While sales are stable and market share is high, growth potential is low due to saturation. This differs from:

- * Stars [high share, high growth] which require significant investment.
- * Question Marks [low share, high growth] which may or may not succeed.
- * Dogs [low share, low growth] which are often candidates for divestment.

In category management, identifying cash cows helps procurement teams prioritise efficiency and cost management, ensuring these categories remain profitable without heavy strategic input.

[Ref: CIPS L5M6 Study Guide, p.117 - BCG Matrix and procurement strategy]

NEW QUESTION # 44

Ted is a potato farmer from Devon. He sells his potatoes to many local customers including restaurants, wholesalers and manufacturers. For one customer, Ted is keen to drive a premium price for his potatoes as he is confident the customer can afford to pay more. What type of customer is this to Ted?

- A. Nuisance
- B. Core
- **C. Exploitable**
- D. Development

Answer: C

Explanation:

This is an exploitable customer, according to the Supplier Preferencing Model. Suppliers may attempt to increase profit margins with customers they perceive as less important but who have fewer alternatives and can afford to pay more.

Reference: CIPS L5M6 Study Guide, p.99

NEW QUESTION # 45

Frankie Burgers operates in the UK and USA. One supplier holds a monopoly, but the item supplied is low cost. According to the Kraljic Matrix, which type of item is this?

- A. Routine
- **B. Bottleneck**
- C. Strategic
- D. Leverage

Answer: B

Explanation:

This item is classified as a Bottleneck item in the Kraljic Portfolio Matrix. Bottleneck items are low-value in terms of spend but carry high supply risk, often because there are very few suppliers or a monopoly situation.

In this case, Frankie Burgers faces a monopoly supplier, meaning supply risk is high. Even though the item is low cost, its unavailability could disrupt operations, creating significant vulnerability.

By contrast:

- * Leverage items are high-value but low risk, suited for competitive sourcing.
- * Strategic items are high-value and high-risk, requiring partnerships.
- * Routine items are low-value and low-risk, suitable for automated procurement.

Category managers facing bottleneck items often mitigate risk through strategies such as developing alternative suppliers, stockpiling, or long-term contracts to secure continuity of supply.

[Ref: CIPS L5M6 Study Guide, p.157 - Kraljic Matrix applications]

NEW QUESTION # 46

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: A

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 # 47

Peak Pricing is also known as which other type of pricing model?

- A. Price skimming
- B. Limit pricing
- C. Dynamic pricing
- D. Penetration pricing

Answer: C

Explanation:

Peak pricing is another term for dynamic pricing, where the cost of a product or service changes in response to fluctuations in demand and market conditions. A common example is airline ticket pricing, where fares increase during peak travel periods and drop during off-peak times.

Dynamic pricing relies on market data, technology, and sometimes artificial intelligence to adjust prices in real-time. It maximises revenue by capturing higher margins during periods of strong demand while stimulating sales when demand weakens.

Other options are different strategies:

- * Penetration pricing involves initially low prices to gain market entry.
- * Limit pricing aims to deter new entrants by setting prices low enough to discourage competition.
- * Price skimming involves launching at a high price, then gradually lowering it as demand declines.

In category management, understanding pricing models like dynamic pricing helps procurement anticipate supplier pricing strategies and develop negotiation tactics.

[Ref: CIPS L5M6 Study Guide, pp.180-182 - Pricing models and procurement]

NEW QUESTION # 48

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