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## CIPS Category Management Sample Questions (Q64-Q69):

### NEW QUESTION # 64

Which of the following are potential consequences for an organisation which fails to identify and address risk? Select TWO.

- A. Damage to brand image
- B. Financial loss
- C. Corruption
- D. Lawsuits

**Answer: A,B**

Explanation:

CIPS highlights that damage to brand reputation and financial loss are two major risks of failing to manage supply chain risks effectively. Legal issues such as lawsuits arise from illegal activity, which is separate from general risk exposure.

Reference: CIPS L5M6 Study Guide, p.111

### NEW QUESTION # 65

What is a 'black swan' event?

- A. A regularly occurring event
- B. An event that is random or unexpected
- C. An event that is planned for meticulously in advance
- D. An event that brings about a negative outcome

**Answer: B**

Explanation:

A black swan event is an unexpected and rare occurrence with significant impact. Examples include the 2013 horse meat scandal in the food industry, which was unforeseen and highly disruptive.

Reference: CIPS L5M6 Study Guide, p.104

### NEW QUESTION # 66

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

**Answer: C,D**

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 # 67

Bill is collecting data on a mobile phone category item. Which of the following can he find from the phone's 'line item' details? [Select TWO]

- A. Functionality
- B. Price
- C. Quantity ordered
- D. Components

**Answer: B,C**

Explanation:

Line item details provide specific transactional information about a purchased product, such as the quantity ordered and the price paid. This information is critical for category managers who rely on spend data to analyse patterns, negotiate supplier agreements, and benchmark costs.

Other details such as functionality or components are not typically captured in line item data. These relate more to specifications and technical design documents rather than financial records.

By analysing line item data across multiple purchases, category managers can identify trends such as bulk- buying opportunities, price fluctuations, and supplier performance. It also assists in spend analysis, which is a fundamental step in category management for mapping categories and identifying cost-saving opportunities.

[Ref: CIPS L5M6 Study Guide, p.134 - Line item detail in spend analysis]

### NEW QUESTION # 68

Under what circumstances should forecast data be amended? Select THREE.

- A. A key customer is lost
- B. Operations move to a new location
- C. There is significant price inflation
- D. A key supplier ceases trading
- E. Health and safety legislation changes

**Answer: A,C,D**

Explanation:

Forecasts must be dynamic and updated when major internal or external changes occur. Losing a key customer significantly reduces demand, meaning forecasts must be lowered accordingly. Similarly, if a key supplier ceases trading, supply constraints may alter procurement strategies, requiring adjustment to supply and spend forecasts. Likewise, significant price inflation impacts both demand planning and budgeting, as organisations must reassess affordability and potentially seek alternatives. On the other hand, relocating operations or new health and safety legislation may change processes, but they do not directly influence demand, supply, or pricing forecasts. For category managers, regularly reviewing and amending forecasts ensures procurement strategies remain relevant and aligned with market realities. Without this adaptability, organisations risk supply disruptions, overestimation of needs, or financial misalignment.

Reference: CIPS L5M6 Study Guide, p.140

### NEW QUESTION # 69

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Laughs) ① This is a man who lives terribly L5M6 happy, dolly The official term for zooming into and out of a view technically, the term for moving the camera into or out Practice L5M6 Mock of a scene) zoom Used for actions in which you draw a window to magnify or reduce.

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