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CIPS Category Management Sample Questions (Q82-Q87):

NEW QUESTION # 82

Jam Incorporated requires raw materials to be delivered from suppliers. One particular ingredient is a high supply risk and the strategy of the company is to hold inventory as a contingency. Which type of item is this?

- A. Leverage
- B. Strategic
- C. Bottleneck
- D. Non-critical

Answer: C

Explanation:

This is a bottleneck item. According to the Kraljic Matrix, bottleneck items are characterized by high supply risk and low profit impact, which makes them difficult to source. Holding contingency stock is a recommended strategy for such items.

Reference: CIPS L5M6 Study Guide, p.97

NEW QUESTION # 83

"Survival of the fittest" is a concept in supplier relationships. Which of the following does it describe?

- A. Low focus on pricing, low focus on relationships
- B. High focus on pricing, low focus on relationships
- C. High focus on pricing, high focus on relationships
- D. Low focus on pricing, high focus on relationships

Answer: B

Explanation:

Survival of the fittest in supplier management means driving competition by focusing heavily on price reduction, with minimal emphasis on building long-term relationships. This approach treats suppliers as interchangeable, encouraging them to compete aggressively for contracts.

It can yield short-term cost savings but risks damaging supplier collaboration, innovation, and resilience. It is suitable for commodities or non-strategic items where price is the dominant factor.

Other approaches differ:

* Trust-based or partnership models balance price with collaboration.

* No-cost modelling focuses on process transparency.

* Strategic alliances prioritise innovation and value creation.

Category Managers must carefully choose when to apply "survival of the fittest" as it may undermine long-term supplier stability if used indiscriminately.

[Ref: CIPS L5M6 Study Guide, p.160 - Supplier relationship models]

NEW QUESTION # 84

The sale of ice-cream, bikinis and sunglasses usually follows which demand pattern?

- A. Growth
- B. Cyclical
- C. Stable
- D. Decline

Answer: B

Explanation:

These items follow a cyclical demand pattern, meaning that sales fluctuate in predictable cycles-typically aligned with seasons or climate conditions. For example, demand peaks in summer and falls sharply in winter. Recognising cyclical patterns allows procurement professionals to plan supply and inventory effectively, avoiding both shortages during peak demand and excess stock during low demand periods. This type of forecasting is particularly important in industries such as fashion, tourism, and consumer goods.

Failing to account for cyclical demand can lead to missed sales opportunities or increased storage costs. In category management, understanding demand cycles ensures efficient resource allocation, supplier scheduling, and financial planning. It also supports

collaborative planning with suppliers to ensure capacity aligns with market needs.
Reference: CIPS L5M6 Study Guide, p.143

NEW QUESTION # 85

According to studies completed by Reeves, Moose and Venema in 2014, which of the following was proven to be true with regards to the BCG matrix?

- A. There is a longer time between innovation and adoption nowadays than in the past
- B. There is a higher correlation between share leaders and profit leaders nowadays than in the past
- C. Companies nowadays have more 'cash cow' items than in the past
- **D. Products move through the four quadrants faster nowadays than in the past**

Answer: D

Explanation:

Reeves, Moose and Venema (2014) established that products move through the four quadrants of the BCG matrix more quickly in the modern business environment compared to the past. This is a reflection of faster innovation cycles, market saturation, and increased competition. The other three statements are the opposite of what their research proved.

Reference: CIPS L5M6 Study Guide, p.120

NEW QUESTION # 86

What name is given to an item or business which has both low market share and low growth?

- **A. Dog**
- B. Question mark
- C. Star
- D. Cash cow

Answer: A

Explanation:

In the BCG Growth-Share Matrix, a dog is a business unit or product that has both a low relative market share and a low growth rate. Such items typically generate low or no profits and are often seen as candidates for divestment or discontinuation. Unlike cash cows which generate strong cash flow despite slow growth, or stars which dominate high-growth markets, dogs occupy a weak position in the portfolio. Managing these categories strategically is critical because maintaining them often consumes more resources than the value they return. Organisations need to assess whether retaining these products provides any strategic advantage, such as complementing other offerings, or whether resources should be reallocated. This is why category managers use tools like the BCG Matrix to evaluate the positioning of spend categories and align them with organisational strategy.

Reference: CIPS L5M6 Study Guide, p.117

NEW QUESTION # 87

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