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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Understand the Concepts, Tools, and Techniques Associated with Managing Expenditure: This section of the exam measures the analytical abilities of a Category Analyst and focuses on expenditure management techniques within category management. It explores how organizations identify, classify, and analyze different types of spend to enhance procurement efficiency and value creation.
Topic 2	<ul style="list-style-type: none"> Understand Approaches that Can Be Used to Develop Category Management Strategies: This section of the exam measures the skills of Procurement Managers and focuses on understanding how category management strategies are formulated within procurement functions. Candidates are expected to differentiate between strategic and conventional sourcing, evaluate how these approaches support long-term supplier relationships, and align them with organizational goals. The section also emphasizes the role of category management in enhancing sourcing efficiency and achieving cost optimization.
Topic 3	<ul style="list-style-type: none"> Understand the Strategic Impact of a Category Management Process: This section evaluates the strategic insight of a Procurement Manager into how category management influences organizational performance. It explores the use of data-driven decision-making and market intelligence to shape sourcing strategies and drive sustainable procurement outcomes.

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CIPS Category Management Sample Questions (Q81-Q86):

NEW QUESTION # 81

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

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

Answer: B

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 # 82

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

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

Answer: C

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 # 83

In mitigating risks within the supply chain, which two factors should be assessed when evaluating potential risks?

- A. Location
- B. People involved
- **C. Likelihood**
- D. Cost
- **E. Severity**

Answer: C,E

Explanation:

The two most important factors when assessing supply chain risks are Severity and Likelihood. These are typically measured on a scale [e.g., 1-5], with the product of the two giving a risk score.

* Severity measures the potential impact on the organisation if the risk materialises. For example, supplier insolvency may severely disrupt operations.

* Likelihood assesses the probability of the event occurring.

The combination of severity \times likelihood determines whether a risk is low, medium, or high, and informs mitigation strategies.

Other options are less central:

* Location may influence likelihood but is a sub-factor.

* People involved is not a formal assessment criterion.

* Cost can be a consequence but is part of severity, not a separate factor.

Using severity and likelihood ensures risks are prioritised based on both impact and probability, allowing category managers to allocate resources effectively.

[Ref: CIPS L5M6 Study Guide, p.40 - Risk assessment and mitigation protocols]

NEW QUESTION # 84

What form of procurement is Category Management?

- A. Tactical
- **B. Strategic**
- C. Planned
- D. Reactional

Answer: B

Explanation:

Category Management is a strategic approach to procurement. According to CIPS, it is defined as "a rigorous fact-based, end-to-end process for proactively collaborating with stakeholders to develop and implement sourcing strategies that deliver significant value from an organisation's external spend." Unlike tactical or reactive procurement, which focuses on immediate needs or firefighting, category management emphasises long-term planning, data analysis, supplier relationships, and alignment with business objectives. It goes beyond simply planning purchases in advance [which could apply to "planned procurement"] by integrating market intelligence, risk assessment, and value optimisation.

Being strategic means that category management seeks not only cost savings but also innovation, sustainability, and resilience. It requires cross-functional collaboration and the use of analytical tools like Kraljic matrices, total cost of ownership, and supplier segmentation.

Therefore, the most accurate categorisation is strategic procurement, not merely tactical or planned.

[Ref: CIPS L5M6 Study Guide, p.2 - Category Management as a strategic approach]

NEW QUESTION # 85

In Category Management, which of the following Models can be used for creating a step-by-step plan for Strategic Sourcing?

- **A. Kearney's 7 Step Model**
- B. Porter's 5 Forces
- C. The Pareto Principle
- D. Kraljic Matrix

Answer: A

Explanation:

Kearney's 7 Step Strategic Sourcing Model provides a structured, step-by-step approach for managing sourcing activities. The steps include profiling the category, assessing the supply market, developing sourcing strategies, and implementing them. This model ensures that sourcing is systematic, evidence-based, and aligned with strategic objectives. Unlike tools such as the Kraljic Matrix, which classifies items by risk and impact, Kearney's model provides an end-to-end process framework for sourcing execution.

Similarly, Pareto and Porter's 5 Forces are useful analytical tools but not procedural sourcing frameworks. For category managers, the Kearney Model is valuable because it emphasises cross-functional collaboration, data-driven decision-making, and continuous improvement. Its structured approach reduces risks of ad-hoc decision-making and ensures alignment with organisational goals.

This is why it is a central feature of L5M6 study material and often tested in exams.

Reference: CIPS L5M6 Study Guide, p.28-29

