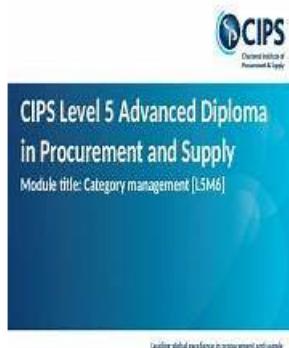


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CIPS L5M6 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<ul style="list-style-type: none">カタゴリーマネジメントプロセスの戦略的影響を理解する: このセクションでは、カタゴリーマネジメントが組織のパフォーマンスに及ぼす影響について、調達マネージャーの戦略的洞察を評価します。データに基づく意思決定と市場インテリジェンスを活用して調達戦略を策定し、持続可能な調達成果を促進する方法について考察します。

トピック 2	<ul style="list-style-type: none"> カテゴリーマネジメント戦略策定に活用できるアプローチの理解: このセクションでは、調達マネージャーのスキルを評価し、調達機能におけるカテゴリーマネジメント戦略の策定方法の理解に焦点を当てます。受験者は、戦略的調達と従来型調達を区別し、これらのアプローチが長期的なサプライヤー関係をどのようにサポートするかを評価し、組織目標と整合させることが求められます。また、このセクションでは、調達効率の向上とコスト最適化の達成におけるカテゴリーマネジメントの役割にも重点を置いています。
トピック 3	<ul style="list-style-type: none"> 支出管理に関する概念、ツール、および手法を理解する: このセクションでは、カテゴリーナリストの分析能力を測定し、カテゴリーマネジメントにおける支出管理手法に焦点を当てます。組織が調達の効率性と価値創造を高めるために、さまざまな種類の支出をどのように特定、分類、分析するかを探ります。

>> L5M6受験練習参考書 <<

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CIPS Category Management 認定 L5M6 試験問題 (Q29-Q34):

質問 #29

Which of the following are benefits of Category Management? Select THREE.

- A. Improved Supplier Relations
- B. Less Staff Required
- C. Innovation
- D. Fewer Supplier Contracts
- E. Better Use of IT Systems

正解: A、C、D

解説:

Category Management delivers multiple benefits for organisations, including:

* Fewer supplier contracts, achieved by consolidating spend and reducing fragmentation.

* Improved supplier relations, as suppliers are engaged strategically rather than transactionally, enabling stronger collaboration.

* Increased innovation, which arises when procurement works closely with suppliers to develop new solutions and efficiencies.

Other benefits highlighted by CIPS include better pricing, improved terms and conditions, stakeholder satisfaction, enhanced risk management, and improved spend visibility. The incorrect options - "less staff required" and "better use of IT systems" - may result indirectly from streamlined procurement, but they are not primary benefits recognised in the category management framework. The true value of category management lies in shifting procurement from a transactional function to a strategic enabler of value. By grouping spend into categories and applying tailored strategies, organisations achieve economies of scale, better market intelligence, and stronger alignment with business objectives.

Reference: CIPS L5M6 Study Guide, p.6

質問 #30

When using the Kraljic Matrix to analyse the category of item, which of the following categories does Kraljic recommend be further analysed in conjunction with a comparison of the buyer's strength vs supply market strength?

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

正解: D

解説:

For strategic items, Kraljic recommends further analysis through a 3x3 supply positioning matrix, which compares buyer strength against market strength. This creates three possible strategies: exploit, balance, diversify.

Reference: CIPS L5M6 Study Guide, p.102

質問 #31

Trydo Ltd is an industrial engineering company and is currently assessing its supplier base. Below are descriptions of four of its major suppliers:

- * Supplier 1: This supplier has a large share of the market and the market in which it operates is growing. However, the supplier's own costs have increased by 36% over the past 12 months due to raw material price increases.
- * Supplier 2: The market is fast growing but as a new supplier to the marketplace, Supplier 2's market share is still relatively low. Trydo is concerned about this supplier's long-term financial situation as the company has taken out many loans and a large mortgage.
- * Supplier 3: This supplier operates in a small marketplace, but is a strong player with a sizable market share. Although this isn't of concern to Trydo, having recently run an Acid Test, it is believed that Supplier 3's current liabilities are four times greater than its assets.
- * Supplier 4: The market Supplier 4 operates in is shrinking and Supplier 4 already has a low market share. The main issue is Capital Management as stock turnover, debtor days and are becoming prolonged. There have been several complaints about performance.

Task:

Complete the table below. You are required, for each supplier, to determine the product category on the BCG Matrix and to identify the main area of financial concern. Each response should only be used once.

正解:

解説:

Explanation:

Output image

Supplier 1 # Star Category + Profitability Concern

Supplier 1 holds a large market share in a growing market, which places it in the Star category of the BCG Matrix. Stars are typically leaders in expanding markets and require continuous investment to maintain their dominance. The concern here is not competitive weakness but profitability. Although revenue potential is strong, Supplier 1's costs have increased by 36% due to rising raw material prices. This erodes margins and threatens profitability despite growth. Stars often generate high cash inflows, but if costs spiral out of control, their ability to sustain investment weakens. Profitability management (e.g., through cost reduction, supplier negotiations, or efficiency gains) is critical to ensuring Supplier 1 continues its growth trajectory and avoids slipping into the "Cash Cow" or "Dog" quadrants in the future.

(Ref CIPS L5M6 Study Guide, p.117 - BCG Matrix application)

Supplier 2 # Question Mark Category + Gearing Concern

Supplier 2 operates in a fast-growing market but has only a small share, making it a Question Mark in the BCG Matrix. Question Marks are high-risk: they may grow into Stars or fail and become Dogs, depending on how they perform and whether investment supports expansion. The major financial concern here is gearing- Supplier 2 has taken out significant loans and a large mortgage, meaning it is heavily leveraged. High gearing increases financial risk, as debt repayments must be met regardless of market conditions. In rapidly growing markets, high gearing can restrict reinvestment and leave firms vulnerable to interest rate fluctuations or downturns. For Trydo, this means Supplier 2 could face difficulties sustaining its growth, posing supply chain risk. Monitoring debt levels and financial stability is essential before committing to long-term contracts.

(Ref CIPS L5M6 Study Guide, pp.117-118 - Question Marks and financial analysis) Supplier 3 # Cash Cow Category + Liquidity Concern Supplier 3 operates in a small, stable market but commands a strong market share. This places it firmly as a Cash Cow-a business that generates consistent revenue without requiring major investment. Cash Cows fund other areas of a portfolio but face limited growth prospects. The concern here is liquidity. An Acid Test reveals that Supplier 3's current liabilities are four times greater than its assets, suggesting it lacks sufficient short-term liquidity to meet obligations. This imbalance can result in cash flow problems, even if long-term profitability remains sound. For Trydo, the risk is that Supplier 3 may fail to pay debts or manage day-to-day operations, creating supply disruption. Procurement managers must ensure financial health checks are conducted regularly and consider diversification strategies if reliance on Supplier 3 is high.

(Ref CIPS L5M6 Study Guide, p.117 - Cash Cows and liquidity issues)

Supplier 4 # Dog Category + Efficiency Concern

Supplier 4 operates in a shrinking market and already holds a low market share, placing it in the Dog category of the BCG Matrix. Dogs are generally unattractive, offering little growth and limited returns. The key concern here is efficiency. Supplier 4 is struggling with capital management issues, such as poor stock turnover and prolonged debtor days. These inefficiencies damage competitiveness and further weaken financial stability. For Trydo, relying on Supplier 4 poses significant risk because inefficiency can

lead to delays, reduced quality, and increased total cost of ownership. Unless Supplier 4 improves performance, it may eventually exit the market, leaving Trydo vulnerable. In procurement terms, buyers should avoid long-term commitments with such suppliers and instead focus on exit strategies or alternatives.

(Ref: CIPS L5M6 Study Guide, pp.117-118 - Dogs and efficiency management)

質問 #32

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. Lawsuits
- C. Financial loss
- D. Corruption

正解: A、C

解説:

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

質問 #33

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

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

正解: A、C

解説:

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]

質問 #34

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