

# L5M6問題集ポイントと確認問題で理解度をチェック



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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"><li>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.</li></ul>

トピック 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
トピック 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

>> L5M6資格準備 <<

## L5M6関連試験 & L5M6日本語版試験勉強法

CertShikenはCIPSのL5M6「Category Management」試験に関する完全な資料を唯一のサービスを提供するサイトでございます。CertShikenが提供した問題集を利用してCIPSのL5M6試験は全然問題にならなくて、高い点数で合格できます。CIPS L5M6試験の合格のために、CertShikenを選択してください。

### CIPS Category Management 認定 L5M6 試験問題 (Q83-Q88):

#### 質問 # 83

Callie is a Category Manager at a car parts manufacturer. She discovers through a SWOT analysis that many other customers are increasing short-term demand for raw materials. Which category does this fall under?

- A. Weaknesses
- B. Opportunities
- C. Strengths
- D. Threats

正解: D

解説:

This situation represents a Threat within SWOT analysis. SWOT distinguishes between internal and external factors. Strengths and weaknesses are internal to the organisation, while opportunities and threats are external.

Here, the short-term spike in demand is external to Callie's business. It is also potentially harmful because increased competition for raw materials [rubber, metal, etc.] can lead to higher prices, longer lead times, and supply shortages. Therefore, this is categorised as a threat.

It cannot be an opportunity, as the increase in demand benefits suppliers rather than Callie's firm. Nor is it a strength or weakness, as those describe factors within the company such as production capabilities or financial resources.

Using SWOT in category management allows managers to anticipate and mitigate external risks while leveraging internal strengths. Recognising this threat means Callie may develop strategies such as dual sourcing, supplier collaboration, or forward buying to reduce exposure.

[Ref: CIPS L5M6 Study Guide, p.122 - SWOT analysis in category management]

#### 質問 # 84

In Category Management, often a small number of categories can be responsible for a large proportion of spend. What is this principle commonly known as? Select TWO.

- A. Six Sigma
- B. The 5 Forces
- C. 80-20 Rule
- D. Pareto Principle

正解: C、D

解説:

The Pareto Principle, also known as the 80/20 Rule, states that around 80% of outcomes are generated by 20% of inputs. In category management, this means that a small number of categories often account for the majority of total spend. Identifying these high-impact categories allows procurement professionals to focus resources where they deliver the most value. For example, managing a few strategic or high-spend categories rigorously may yield more savings and risk reduction than spreading efforts across all categories equally. The principle reinforces the need for prioritisation and focus in procurement strategies. While Six Sigma and Porter's Five Forces are useful tools in other contexts, they are unrelated to spend distribution. Applying Pareto effectively helps organisations achieve better results with limited resources by focusing on what matters most.  
Reference: CIPS L5M6 Study Guide, p.22

#### 質問 # 85

Total Cost of Ownership [TCO] is important in Category Management. Steve is sourcing machine parts and IT systems. Which of the following should Steve consider as part of TCO?

- A. Location of the Items
- B. Training
- C. Maintenance and Downtime
- D. Supplier Relationship
- E. Purchase Price

正解: B、C、E

解説:

Total Cost of Ownership [TCO] refers to the full cost of acquiring, operating, and maintaining an item over its entire lifecycle-not just the purchase price. For Steve, the relevant elements are:

\* Purchase Price [A]: The initial acquisition cost.

\* Maintenance and Downtime [D]: Costs of repairs, spare parts, and losses during equipment downtime.

\* Training [E]: Expenses incurred in training staff to use new systems or equipment.

By contrast, Location and Supplier Relationship are important considerations but cannot be quantified as direct financial costs in the same way.

The TCO model is often illustrated as the Cost Iceberg, where the purchase price is only the visible tip, while hidden costs [e.g., energy use, repairs, obsolescence, disposal] represent the bulk. Understanding TCO enables procurement to make more informed decisions, ensuring long-term value rather than focusing narrowly on upfront cost.

[Ref: CIPS L5M6 Study Guide, p.9 - TCO and the Cost Iceberg]

#### 質問 # 86

In Category Management, which is the best way to group materials and/or services?

- A. Usage characteristic
- B. Geography of supply
- C. Supplier relationship
- D. Spend category

正解: A

解説:

In category management, grouping is most effective when based on similar usage characteristics. This means materials or services are categorised by how they are used within the organisation, rather than simply by spend or supplier. For example, in healthcare, personal protective equipment (PPE) forms one category, while surgical instruments or bedding may be separate categories. This approach ensures that category managers have a clear understanding of functional requirements, demand patterns, and value drivers. Grouping only by spend might overlook strategic importance, while grouping by supplier or geography can miss opportunities for cross-functional efficiencies. Usage-based categorisation allows for tailored procurement strategies that align with business objectives and ensure effective stakeholder engagement. It also enables organisations to identify synergies across business units and improve supplier management. By aligning categories to organisational needs rather than just financial or structural dimensions, procurement creates more value and achieves better alignment with corporate strategy.

Reference: CIPS L5M6 Study Guide, p.48

## 質問 # 87

Which of the following forms of historical data can be used to inform Category Management expenditure?  
Select THREE.

- A. Ledger Code
- B. Spend Forecast
- C. Line Item Details
- D. Inflation Rate
- E. Spend Analytics

正解: A、C、E

解説:

In category management, reliable decision-making depends heavily on the analysis of historical spend data.

According to CIPS, the key forms of usable historical data include:

\* Spend analytics: consolidated information showing how much has been spent, on what items, and with which suppliers.

\* Line item details: transaction-level data that provides specific insight into products or services purchased.

\* Ledger codes: financial classifications that group expenditure for reporting and control purposes.

These data sets allow category managers to identify trends, supplier dependency, opportunities for consolidation, and potential cost savings. In contrast, inflation rates and spend forecasts are forward-looking metrics, not historical data. Using accurate historical information is critical for preparing budgets, supporting negotiations, and identifying anomalies in expenditure. Organisations that fail to utilise this data often struggle to align their category strategies with financial realities, leading to overspending or missed opportunities.

Reference: CIPS L5M6 Study Guide, p.133

## 質問 # 88

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