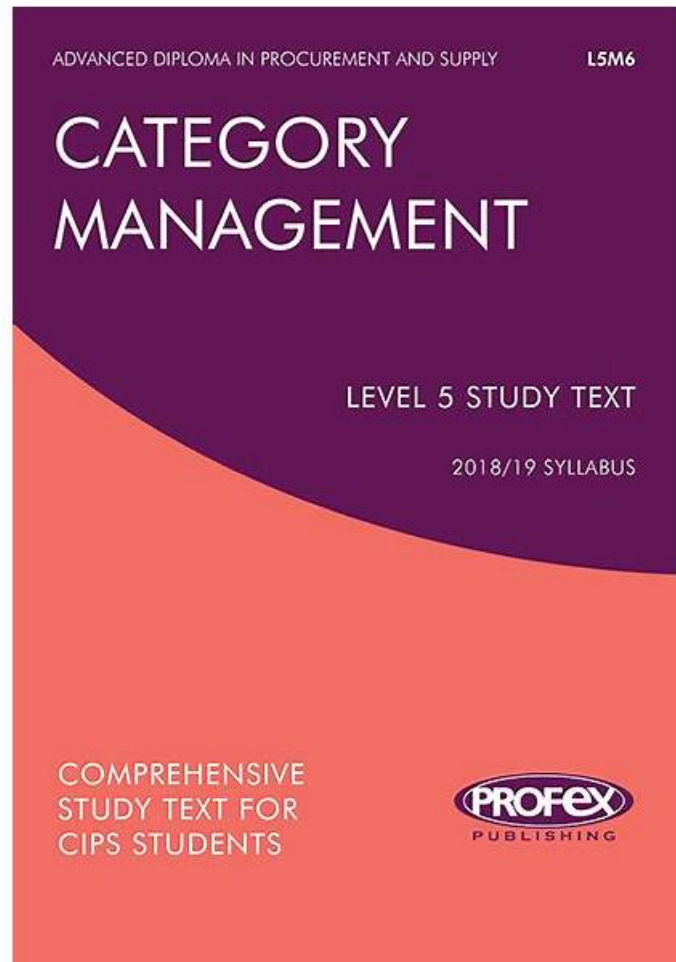


L5M6 Der beste Partner bei Ihrer Vorbereitung der Category Management



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CIPS Category Management L5M6 Prüfungsfragen mit Lösungen (Q77-Q82):

77. Frage

Teddy Ltd has created a virtual cross-functional procurement team across divisions. What could become a barrier to success?

- A. Language and use of acronyms
- B. Cost
- C. Geography
- D. Time

Antwort: A

Begründung:

The key barrier is language and the use of acronyms. In cross-functional, international, or virtual teams, communication challenges can hinder collaboration. Procurement often uses specialised terminology and acronyms that other functions or non-native speakers may not fully understand. This can create confusion, misalignment, and inefficiency.

Geography is less of an issue in virtual teams, as digital platforms enable collaboration across locations. Time and cost can be challenges, but the study guide specifically identifies language and acronyms as barriers.

Effective category managers overcome this by using clear, simple communication and ensuring shared understanding of procurement terms. This reduces misunderstandings and ensures that all team members- finance, engineering, operations-can contribute effectively.

Cross-functional teamwork is central to category management success, but only if barriers to collaboration are proactively addressed.

[Ref: CIPS L5M6 Study Guide, p.64 - Cross-functional teams and barriers]

78. Frage

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

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

Antwort: B,C

Begründung:

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 × 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]

79. Frage

Which of the following are legal aspects of a contract a Procurement Manager should know?

- A. TUPE
- B. Relationship management
- C. Liabilities
- D. Intellectual Property
- E. Sustainability

Antwort: A,C,D

Begründung:

The three correct legal aspects are:

- * Liabilities [C]: Define responsibility for damages, breaches, or non-performance.
- * Intellectual Property [D]: Protects innovations, designs, and brand assets in supplier agreements.
- * TUPE [E]: Transfer of Undertakings [Protection of Employment], a UK law ensuring employees retain rights when transferred between companies.

While sustainability and relationship management are important procurement considerations, they are not specifically legal aspects of contracts. Legal knowledge ensures procurement professionals protect their organisations from financial, reputational, and operational risks.

TUPE is particularly relevant in outsourcing agreements, where staff may move from one employer to another. Procurement managers must ensure compliance with local employment laws to avoid legal disputes.

CIPS stresses that category managers should not act as lawyers but must have sufficient legal awareness to identify risks and escalate issues to legal specialists.

[Ref: CIPS L5M6 Study Guide, p.57 - Legal aspects in procurement contracts]

80. Frage

Volatile inflation rates are a risk that can affect any business. Which STEELED factor would this fall under?

- A. Socio-Cultural
- B. Political
- C. Ethical
- D. Economic

Antwort: D

Begründung:

Inflation is directly linked to the Economic factor within STEELED. It affects costs, purchasing power, and business profitability.

[Ref: CIPS L5M6 Study Guide, p.109 - STEELED analysis factors]

81. Frage

Yvonne is the Lead Negotiator for her Category. She is renewing a contract with an existing supplier and her negotiation technique is based on being passionate and creating a shared sense of purpose. Which negotiation style does she employ?

- A. Inspire
- B. Confidence
- C. Logic
- D. Empathy

Antwort: A

Begründung:

The correct answer is Inspire. According to the negotiation styles outlined in the L5M6 study guide, the Inspire style is based on passion, motivation, and creating a sense of shared purpose between buyer and supplier. It focuses on appealing to the values and aspirations of the other party, encouraging collaboration and commitment beyond transactional goals.

Unlike logic [which relies on rational arguments and data] or confidence [which emphasizes authority and assertiveness], inspire creates an emotional connection that fosters trust and long-term cooperation. Empathy is another style that focuses on understanding the other party's position but does not carry the motivational dimension of "inspire." For category managers, using an inspire style can be particularly powerful when renewing contracts with long-term suppliers where collaboration, innovation, and trust are critical to value creation. It demonstrates leadership and ensures both sides are committed to mutually beneficial outcomes.

[Ref: CIPS L5M6 Study Guide, p.67 - Negotiation styles in category management]

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L5M6 Prüfungsübungen: https://www.zertfragen.com/L5M6_pruefung.html

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