

# CIPS L5M6全真模擬試験 & L5M6合格問題



## CIPS

### L5M6

ExamName: Category Management Exam

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今のインターネット時代に当たり、IT人材としてCIPSのL5M6資格証明書を取得できないと、大変なことではないのか？ここで、我が社Jpexamは一連のL5M6問題集を提供します。あなたはL5M6問題集を購入するかどうかと確認したい、JpexamのL5M6デモ版を使用して購入するかと判断します。

## 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 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 2	<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>
トピック 3	<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>

>> CIPS L5M6全真模擬試験 <<

## CIPS L5M6合格問題 & L5M6技術問題

弊社のL5M6問題集はIT業界で有名で、ブランドになっています。L5M6問題集はすごく人気がある商品で、どこでも広告を掲載する必要がないです。従って、多くの受験者は弊社のL5M6問題集を選びました。なぜ彼らがL5M6問題集を選ぶかというと、弊社のL5M6問題集は高品質で、便利で、勉強しやすいからです。弊社のL5M6問題集を買う人は全部L5M6試験にいい成績で合格しました。

## CIPS Category Management 認定 L5M6 試験問題 (Q66-Q71):

### 質問 # 66

Bellatricks Ltd has four main categories of spend, each headed by a Category Manager. Below is a brief outline of each:

\* Category Manager 1: Has a PhD and 15 years' experience. Very competent in developing specifications. Persuasion style built on knowledge, facts, and science.

\* Category Manager 2: Meets deadlines, identifies actions, achieves goals. Assertive, self-assured, articulate.

\* Category Manager 3: Strong soft skills, relates well to people, builds supplier relationships.

Motivates others by being passionate and creating shared purpose.

\* Category Manager 4: Creative thinker, anticipates market changes, produces quick solutions. In negotiations, they see problems from multiple perspectives.

Task:

Complete the table by identifying each Category Manager's competency and style of persuasion when negotiating with suppliers.

Each response should only be used once.

□

正解:

解説:

□ Explanation:

□ Category Manager 1 # Competency: Functional Expert | Persuasion: Logic

This manager has a PhD, 15 years' experience and is confident developing specifications. That profile maps directly to Functional Expert-deep technical knowledge, standards, and specification ownership. In persuasion terms, the description "strong product knowledge, facts and science" signals a Logic style:

arguments are evidence-led (data, benchmarks, test results, TCO calculations). In supplier negotiations, this type will frame proposals around measurable outcomes and compliance to technical requirements, using structured evaluations and objective criteria. The benefit is credibility and clarity; the risk is over-focusing on technical detail at the expense of relationship nuance. In category work, this style suits complex, specification-driven buys (e.g., engineered components, regulated goods) where accuracy and verification matter most.

Category Manager 2 # Competency: Results Seeker | Persuasion: Confidence

"Meets deadlines, identifies actions, achieves goals; assertive, self-assured, articulate" are classic Results Seeker cues-task focus, milestone discipline, outcome accountability. The persuasion tone is Confidence:

clear asks, firm positions, and decisive proposals. In supplier meetings, this manager will set SMART targets (cost down %, on-time delivery, lead-time reduction), drive cadence (QBRs, action logs), and hold parties to commitments. The upside is momentum and delivery; the watch-out is risking supplier defensiveness if assertiveness isn't balanced with listening. This pairing works well for leverage or non-critical categories where execution speed, price movement and service levels are the primary value drivers.

Category Manager 3 # Competency: Influencer | Persuasion: Inspire

"Strong soft-skills... builds effective relationships... motivates others by being passionate and creating a shared sense of purpose" signals Influencer-credible relationship builder who aligns stakeholders and suppliers. Their persuasion style is Inspire: appeal to

shared goals (innovation, sustainability, growth), energise cross-functional teams, and co-create solutions. In supplier negotiations, they'll use vision statements, win-win framing, and recognition to unlock discretionary effort (e.g., co-development, cost-out workshops, service transformation). Strengths include engagement, change adoption and long-term partnership value; risks include under-weighting hard trade-offs if not supported by clear commercial guardrails. This pairing excels in strategic or transformation initiatives where collaboration is the multiplier.

Category Manager 4 # Competency: Innovator | Persuasion: Empathy

"Creative thinker... anticipates rapid changes... produces solutions quickly... sees problems from multiple points of view" matches Innovator-future-oriented, options-generating, comfortable with ambiguity. The persuasion fit is Empathy: actively understanding counterpart drivers (capacity, risk, margin pressures), connecting dots between perspectives, and shaping proposals that address mutual needs. In practice, this manager will run design-thinking workshops, scenario planning, and pilot trials, using supplier insights to re-frame requirements (e.g., modular specs, alternative materials, new service models). The advantage is differentiated value and resilience; the risk is scope drift if ideas aren't prioritised rigorously. This pairing is powerful in volatile markets and for categories needing redesign, sustainability shifts or new tech adoption.

#### 質問 # 67

There are three types of forecasting used in category management that require data. Which from the list below is not a type of forecasting used in category management?

- A. Demand
- **B. Quantity**
- C. Supply
- D. Price

正解: B

解説:

In category management, forecasting is a critical tool for anticipating future requirements and managing supply markets. The three types of recognised forecasting are: demand forecasting (predicting organisational needs), supply forecasting (assessing availability and supplier capabilities), and price forecasting (estimating future price movements based on trends and market conditions).

"Quantity forecasting" is not recognised as a distinct type, because quantity requirements are inherently part of demand forecasting. By separating demand, supply, and price forecasts, procurement professionals gain a holistic view of market conditions, ensuring they can secure the right goods at the right time and price. Effective forecasting also reduces risk by ensuring that category strategies account for volatility, seasonality, and inflation.

Organisations that fail to forecast accurately may face supply shortages, overstocking, or missed opportunities for cost savings.

Reference: CIPS L5M6 Study Guide, p.139

#### 質問 # 68

SIC codes are sets of four-digit codes used to classify what?

- A. Business departments
- B. Spend categories
- C. Countries
- **D. Industries**

正解: D

解説:

SIC [Standard Industrial Classification] codes are numerical codes used to classify industries. For example, 1000 = mining, 1500 = construction. These codes help in categorising spend, benchmarking, and market analysis but are not intended for memorisation.

[Ref: CIPS L5M6 Study Guide, p.82 - SIC codes]

#### 質問 # 69

Tulipa Ltd is a manufacturer of vegan frozen food. It saw significant market growth for three years, but in the last two years market share has remained stable despite no new entrants. Which stage in the lifecycle is the vegan frozen food market?

- A. Birth
- B. Decline

- C. Maturity
- D. Growth

正解: C

解説:

The correct answer is Maturity. In the industry lifecycle model, markets evolve through stages: birth, growth, maturity, and decline. Tulipa Ltd initially saw high growth, reflecting the growth stage, where demand is rising, and market share is expanding. However, for the past two years, share has plateaued, suggesting the market has stabilised, which is a key characteristic of the maturity stage. At maturity, the market is often saturated, with limited opportunities for expansion. Competition becomes more intense, innovation slows, and firms compete largely on efficiency, branding, or incremental improvements. Unlike decline, the market is still viable and profitable, but growth rates are flat.

The study guide also introduces an intermediate stage called shakeout, occurring between growth and maturity, where weaker competitors exit. Tulipa's situation has passed growth but has not yet entered decline, making maturity the correct classification. [Ref: CIPS L5M6 Study Guide, p.175 - Industry Lifecycle and Procurement Strategy]

#### 質問 # 70

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. Products move through the four quadrants faster nowadays than in the past
- D. Companies nowadays have more 'cash cow' items than in the past

正解: C

解説:

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

#### 質問 # 71

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