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>> L5M6熱門題庫 <<

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## 最新的 CIPS Certification L5M6 免費考試真題 (Q62-Q67):

### 問題 #62

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

答案: B,C,D

### 解題說明:

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]

### 問題 #63

Analytics data can be used in Category Management forecasting. Which of the following would be a form of Analytics Data?

- A. Known data e.g. manufacturing capacity
- **B. Data models and predictions e.g. trends for the future**
- C. Expertise data e.g. estimated lead times
- D. Data from the past e.g. historical trends

答案: **B**

解題說明:

Analytics data refers to data models and predictions, often generated through statistical methods or advanced software, that provide insights into future trends. Unlike historical data, which looks at past performance, or known data, which describes current realities, analytics projects what is likely to happen in the future. For example, predictive analytics can identify demand spikes based on past seasonal behaviour, consumer sentiment, or economic indicators. In category management, such predictive models are invaluable for anticipating supply shortages, managing risks, and planning procurement strategies. Analytics data allows procurement professionals to move from reactive decision-making to proactive and strategic management.

The integration of analytics into forecasting also supports better negotiation with suppliers, as buyers can demonstrate awareness of future trends and cost drivers. In today's fast-changing markets, reliance solely on historical data is insufficient-analytics data gives procurement a competitive edge.

Reference: CIPS L5M6 Study Guide, p.140

### 問題 #64

A list of direct costs within a manufacturing organisation could be found on which of the following?

- A. SWOT Analysis
- B. Profit and Loss Account
- C. Specification
- **D. Bill of Materials**

答案: **D**

解題說明:

A Bill of Materials [BoM] lists the components, raw materials, and parts required to produce a product.

These represent direct costs as they directly contribute to the finished item. While labour and overheads may also be direct costs, they are not usually in the BoM.

[Ref: CIPS L5M6 Study Guide, p.83 - Direct vs Indirect Costs]

### 問題 #65

A new supplier to a marketplace is using break-even pricing to determine the price at which to sell a product.

Which of the following does this type of pricing structure not consider? Select TWO.

- **A. Price elasticity**
- **B. Competitors' pricing**
- C. Variable costs
- D. Fixed costs

答案: **A,B**

解題說明:

Break-even pricing is a method where a supplier sets a price to cover fixed and variable costs, ensuring they do not operate at a loss. However, this approach does not account for price elasticity (how sensitive demand is to price changes) or competitors' pricing strategies. This can be a weakness because while break-even ensures financial sustainability, it may not ensure competitiveness or

profitability in dynamic markets.

For procurement professionals, understanding suppliers' pricing models helps in negotiation and cost management. If a supplier relies only on break-even pricing, they may either set prices too low (risking financial instability) or too high (losing market share).

Category managers must consider broader market forces, cost drivers, and customer behaviours to anticipate supplier pricing strategies. By understanding these limitations, buyers can push for more favourable terms and ensure that suppliers align with market expectations.

Reference: CIPS L5M6 Study Guide, p.180

#### 問題 #66

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

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

答案： C

解題說明：

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

#### 問題 #67

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