

L5M6인증시험덤프자료 & L5M6시험정보



참고: DumpTOP에서 Google Drive로 공유하는 무료 2026 CIPS L5M6 시험 문제집이 있습니다:
https://drive.google.com/open?id=1VRsJwkrLypnpBy4Dn_6sb4fA5yiOdrEH

인재가 넘치는 IT업계에서 자기의 자리를 지켜나가려면 학력보다 능력이 더욱 중요합니다. 고객님의 능력을 증명해주는 수단은 국제적으로 승인받은 IT인증자격증이 아니겠습니까? CIPS인증 L5M6시험이 어렵다고 하여 두려워하지 마세요. IT자격증을 취득하려는 분들의 곁에는 DumpTOP가 있습니다. DumpTOP의 CIPS인증 L5M6시험준비를 하시고 시험패스하여 자격증을 취득하세요. 국제승인 자격증이라 고객님의 경쟁력을 업그레이드 시켜드립니다.

DumpTOP의 CIPS인증 L5M6덤프는 고객님의 IT인증자격증을 취득하는 소원을들어줍니다. IT업계에 금방 종사한 분은 자격증을 많이 취득하여 자신만의 가치를 업그레이드할 수 있습니다. DumpTOP의 CIPS인증 L5M6덤프는 실제 시험문제에 대비하여 연구제작된 퍼펙트한 시험전 공부자료로서 시험이 더는 어렵지 않게 느끼도록 편하게 도와드립니다.

>> L5M6인증시험 덤프자료 <<

최신버전 L5M6인증시험 덤프자료 덤프는 Category Management 시험패스의 유효 공부자료

저희는 수많은 IT자격증시험에 도전해보려 하는 IT인사들께 편리를 가져다 드리기 위해 CIPS L5M6실제시험 출제 유형에 근거하여 가장 퍼펙트한 시험공부 가이드를 출시하였습니다. 많은 사이트에서 판매하고 있는 시험자료보다 출중한 DumpTOP의 CIPS L5M6덤프는 실제시험의 거의 모든 문제를 적중하여 고득점으로 시험에서 한방에 패스하도록 해드립니다. CIPS L5M6시험은 DumpTOP제품으로 간편하게 도전해보시면 후회없을 것입니다.

최신 CIPS Certification L5M6 무료 샘플문제 (Q58-Q63):

질문 # 58

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.

정답 :

설명:

□ 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)

질문 # 59

According to Porter's Five Forces, supplier power is strong in industries where which of the following is true?

[Select THREE]

- A. The product is undifferentiated
- B. Forward integration is possible
- C. Switching costs are low
- D. No substitutes are available
- E. Supplier's customers are fragmented

정답 : B,D,E

설명:

Supplier power is strong when buyers have fewer choices and suppliers have leverage. This occurs where:

* No substitutes are available [A]: Buyers are locked into what suppliers provide, increasing supplier power.

* Supplier's customers are fragmented [B]: When customers are fragmented [many small buyers], they cannot collectively negotiate, so suppliers hold more power.

* Forward integration is possible [D]: Suppliers can bypass buyers and sell directly to the end customer, which gives them negotiating strength.

Options C and E relate more to buyer power:

* Switching costs are low [C]: This reduces supplier power as buyers can easily move.

* Undifferentiated products [E]: This strengthens buyer power since products are interchangeable.

[Ref: CIPS L5M6 Study Guide, p.116 - Porter's Five Forces model]

질문 # 60

Which of the following are key components to the success of a CFT (cross-functional team)? Select TWO.

- A. All members have technical expertise in the area
- B. Members from at least 4 different functions are brought together
- C. The team has endorsement from company leadership
- D. The CFT has an articulated purpose

정답: C,D

설명:

Cross-Functional Teams (CFTs) are essential in category management, as they bring together expertise from different areas of the organisation. Their success depends on having a clear, articulated purpose and endorsement from leadership to ensure authority and resource allocation. It is not necessary to have exactly four functions (the guidance suggests three or more), nor for all members to have technical expertise-CFTs should balance technical, procurement, legal, and operational knowledge. Strong leadership support ensures the team's recommendations are implemented, while a clear purpose ensures alignment and focus. Without these, CFTs risk becoming unfocused discussion groups with limited impact.

Reference: CIPS L5M6 Study Guide, p.63

질문 # 61

Bellatrix 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.

정답:

설명:

□ 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.

질문 # 62

What name is given to an item or business which has both low market share and low growth?

- A. Dog
- B. Cash cow
- C. Star
- D. Question mark

정답: A

설명:

In the BCG Growth-Share Matrix, a dog is a business unit or product that has both a low relative market share and a low growth rate. Such items typically generate low or no profits and are often seen as candidates for divestment or discontinuation. Unlike cash cows which generate strong cash flow despite slow growth, or stars which dominate high-growth markets, dogs occupy a weak position in the portfolio. Managing these categories strategically is critical because maintaining them often consumes more resources than the value they return. Organisations need to assess whether retaining these products provides any strategic advantage, such as complementing other offerings, or whether resources should be reallocated. This is why category managers use tools like the BCG Matrix to evaluate the positioning of spend categories and align them with organisational strategy.

Reference: CIPS L5M6 Study Guide, p.117

질문 # 63

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L5M6시험정보 : <https://www.dumptop.com/CIPS/L5M6-dump.html>

이건 모두 DumpTOP L5M6시험정보 인증시험덤프로 공부하였기 때문입니다, 만약 시험을 응시하고 싶으시다면 우리의 최신CIPS L5M6 최신시험 덤프자료로 시험 패스하실 수 있습니다, CIPS 인증L5M6시험대비덤프에는 시험문제의 모든 예상문제와 시험유형이 포함되어있어 시험준비자료로서 가장 좋은 선택입니다, 만약DumpTOP선택여부에 대하여 망설이게 된다면 여러분은 우선 우리DumpTOP 사이트에서 제공하는CIPS L5M6관련자료의 일부분 문제와 답 등 샘플을 무료로 다운받아 체험해볼 수 있습니다, DumpTOP L5M6시험정보 덤프를 구매하시면 이제 그런 고민은 끝입니다.

요즘은 직업을 갖기 힘들고, 꿈을 꾸는 것도 쉽지 않습니다, 이러한 자격증은L5M6국제에서도 인정받을 수 있으며 취득절차가 번거롭고 무엇보다 영어를 같이 공부해야한다, 이건 모두 DumpTOP 인증시험덤프로 공부하였기 때문

