# 최신업데이트버전L5M6퍼펙트최신버전덤프자료덤프공부
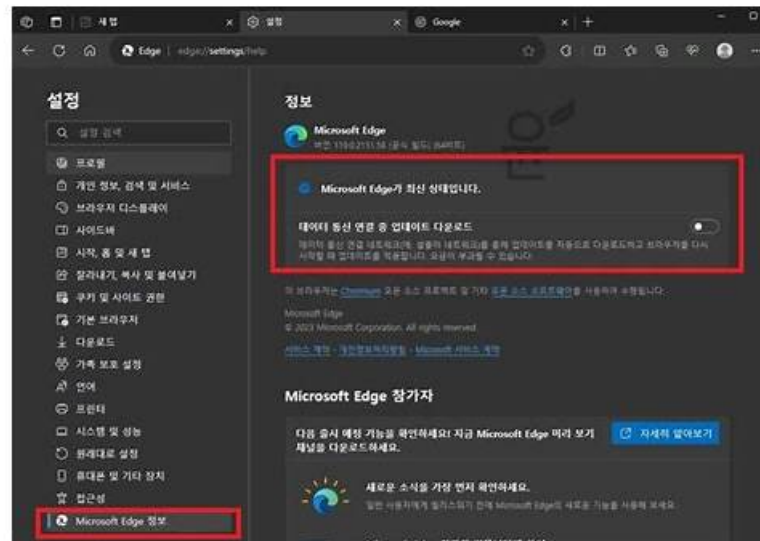


참고: Pass4Test에서 Google Drive로 공유하는 무료 2026 CIPS L5M6 시험 문제집이 있습니다:
https://drive.google.com/open?id=1gZpD69enrSoLybMglrdPYk8pfw0QfXiS

Pass4Test의 덤프선택으로CIPS L5M6인증시험에 응시한다는 것 즉 성공과 멀지 않았습니다. 여러분의 성공을 빕니다.

## CIPS L5M6 시험요강:

| 주제 | 소개 |
|---|---|
| 주제 1 | • 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. |
| 주제 2 | • 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. |
| 주제 3 | • 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. |

>> L5M6퍼펙트 최신버전 덤프자료 <<

## 시험준비에 가장 좋은 L5M6퍼펙트 최신버전 덤프자료 최신 덤프문제

저희가 알아본 데 의하면 많은it인사들이CIPS인증L5M6시험을 위하여 많은 시간을 투자하고 잇다고 합니다.하지만 특별한 학습 반 혹은 인터넷강이 같은건 선택하지 않으셨습니다.때문에 패스는 아주 어렵습니다.보통은 한번에 패스하시는 분들이 적습니다.우리 Pass4Test에서는 아주 믿을만한 학습가이드를 제공합니다.우리 Pass4Test에는 CIPS인증L5M6테스트버전과CIPS인증L5M6문제와 답 두 가지 버전이 있습니다.우리는 여러분의CIPS인증L5M6시

# 최신 CIPS Certification L5M6 무료샘플문제 (Q85-Q90):

## 질문 # 85

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

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

**정답：D**

**설명：**

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]

## 질문 # 86

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.

**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

initiates 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 # 87

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

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

## 정답：D

## 설명：

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

## 질문 # 88

Claudio wants to limit risks from supplier financial instability. Which two actions are most effective?

- A. Have contingency plans in place
- B. Limit spend with one supplier to 30% of external spend
- C. Use fewer suppliers
- D. Contract smaller businesses and start-ups

## 정답：A,B

## 설명：

The most effective approaches are:
* Limiting dependence on one supplier [B]: CIPS suggests no more than 30% of spend should be concentrated with a single supplier. This reduces exposure if that supplier becomes insolvent or fails to deliver.
* Having contingency plans [D]: Preparing alternative suppliers, safety stock, or emergency logistics ensures continuity in case of failure.
Options A and C are poor practices:
* Using fewer suppliers [A]: Increases dependency, making the business more vulnerable.
* Using small start-ups exclusively [C]: Increases risk because these firms often lack financial stability.
These strategies align with broader supply risk management principles, which focus on diversification, resilience, and proactive planning. Effective category managers must balance efficiency with risk reduction, ensuring supply continuity without over-consolidating.
[Ref: CIPS L5M6 Study Guide, p.57 - Supplier risk mitigation strategies]

## 질문 # 89

Caleb is completing a risk assessment on his supply chain using a matrix categorising risks on a scale of 1-5.
He identifies one risk with a score of 2. Which category of risk would this fall into?

- A. Moderate
- B. Main
- C. Minor
- D. Major

**정답：C**

**설명：**
Risk assessments in procurement often use a likelihood × severity matrix. Risks are scored on scales from 1-
5, and the scores are multiplied. A score of 2 indicates a minor risk with low impact and/or low probability.
For comparison, risks with scores in the upper range (e.g., 20-25) are considered major risks that demand immediate mitigation.
Minor risks, although not ignored, are often monitored rather than heavily resourced.
This structured approach ensures procurement teams focus resources on the most significant threats while still maintaining oversight of low-level risks. By categorising risks this way, category managers create clarity for decision-makers and align procurement risk management with enterprise-wide frameworks.
Reference: CIPS L5M6 Study Guide, p.56

## 질문 # 90

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