

# 検証するL5M6 | 正確的なL5M6合格体験記試験 | 試験の準備方法Category Management日本語受験攻略



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>> L5M6合格体験記 <<

## L5M6日本語受験攻略 & L5M6資格トレーニング

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トピック	出題範囲
トピック 1	<ul style="list-style-type: none"><li>カテゴリーマネジメントプロセスの戦略的影響を理解する：このセクションでは、カテゴリーマネジメントが組織のパフォーマンスに及ぼす影響について、調達マネージャーの戦略的洞察を評価します。データに基づく意思決定と市場インテリジェンスを活用して調達戦略を策定し、持続可能な調達成果を促進する方法について考察します。</li></ul>

トピック 2	<ul style="list-style-type: none"> <li>• カテゴリーマネジメント戦略策定に活用できるアプローチの理解: このセクションでは、調達マネージャーのスキルを評価し、調達機能におけるカテゴリーマネジメント戦略の策定方法の理解に焦点を当てます。受験者は、戦略的調達と従来型調達を区別し、これらのアプローチが長期的なサプライヤー関係をどのようにサポートするかを評価し、組織目標と整合させることが求められます。また、このセクションでは、調達効率の向上とコスト最適化の達成におけるカテゴリーマネジメントの役割にも重点を置いています。</li> </ul>
トピック 3	<ul style="list-style-type: none"> <li>• 支出管理に関連する概念、ツール、および手法を理解する: このセクションでは、カテゴリーアナリストの分析能力を測定し、カテゴリーマネジメントにおける支出管理手法に焦点を当てます。組織が調達の効率性と価値創造を高めるために、さまざまな種類の支出をどのように特定、分類、分析するかを探ります。</li> </ul>

## CIPS Category Management 認定 L5M6 試験問題 (Q91-Q96):

### 質問 #91

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. Products move through the four quadrants faster nowadays than in the past**
- C. There is a higher correlation between share leaders and profit leaders nowadays than in the past
- D. Companies nowadays have more 'cash cow' items than in the past

正解: B

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 #92

High exit barriers in a marketplace mean that rivalry between suppliers is low. Is this statement TRUE?

- A. Yes - rivalry is low as buyer power is strong
- B. Yes - rivalry is low as supplier power is strong
- C. No - high exit barriers mean no new suppliers will enter the marketplace
- **D. No - rivalry between existing suppliers is high**

正解: D

解説:

The correct response is No - rivalry between existing suppliers is high. Exit barriers refer to the difficulty suppliers face when attempting to leave a market or industry. These barriers may include high investment in specialised assets, contractual obligations, redundancy costs, or reputational damage. When suppliers are unable or unwilling to exit, they remain within the industry regardless of declining profitability. This forces them to compete aggressively to retain market share, which increases rivalry among existing firms.

Options A and B are incorrect because the question relates to rivalry, not directly to buyer or supplier power.

Option D is also incorrect because exit barriers do not influence new suppliers entering; they affect current suppliers trying to leave.

A practical example is the oil and energy industry, where huge capital investments make it very costly to exit. Companies stay even during downturns, resulting in fierce rivalry.

[Ref: CIPS L5M6 Study Guide, p.114 - Porter's Five Forces: Exit Barriers and Rivalry]

### 質問 #93

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.

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 #94

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

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

正解: A

解説:

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]

### 質問 #95

Which of the following is NOT one of Cialdini's principles of persuasion?

- A. Reciprocity
- **B. Inducement**
- C. Scarcity
- D. Authority

正解: B

解説:

The correct answer is Inducement, which is not one of Cialdini's principles. The seven principles are:

- \* Reciprocity - people return favours.
- \* Commitment/Consistency - people stick with commitments.
- \* Social Proof/Consensus - people follow others.
- \* Authority - people respect expertise.
- \* Liking - people are influenced by those they like.
- \* Scarcity - people value what is limited.
- \* Unity - people are influenced by shared identity.

Cialdini's framework is widely applied in procurement negotiations and stakeholder management. For instance, demonstrating scarcity can strengthen a supplier's case for urgency, while using authority enhances credibility during negotiations.

Understanding these principles allows category managers to influence stakeholders and suppliers effectively, building alignment and driving successful outcomes.

[Ref: CIPS L5M6 Study Guide, p.66 - Cialdini's Principles of Persuasion]

### 質問 #96

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**L5M6日本語受験攻略:** [https://www.jpshiken.com/L5M6\\_shiken.html](https://www.jpshiken.com/L5M6_shiken.html)

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