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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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.
Topic 2	<ul style="list-style-type: none"> 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.
Topic 3	<ul style="list-style-type: none"> 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.

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CIPS Category Management Sample Questions (Q39-Q44):

NEW QUESTION # 39

Salim is using the CIPS Procurement and Supply Cycle to run a tender for a new item. He needs to complete a Make vs Buy assessment. Under which stage of the cycle should this be done?

- A. Develop strategy/plan
- B. Market engagement
- C. Market/commodity and options
- D. Develop a high-level specification

Answer: C

Explanation:

The correct stage is Market/commodity and options [including make vs buy assessment], which is Stage 2 of the CIPS Procurement and Supply Cycle. This stage focuses on analysing the external market, internal requirements, and identifying whether to make a product in-house or source it externally.

A Make vs Buy assessment helps determine whether the organisation has the capacity, skills, and resources to produce the item internally, or whether outsourcing would deliver greater value. Factors such as cost, risk, quality, lead time, and strategic alignment are evaluated.

Other stages differ:

* High-level specification [Stage 1]: Focuses on defining what is needed, not sourcing decisions.

* Develop strategy/plan [Stage 3]: Comes after options are analysed, where the sourcing path is chosen.

* Market engagement [Stage 4]: Involves engaging suppliers, which cannot happen until the Make vs Buy decision is made.

This makes Stage 2 the most accurate point for such an assessment.

[Ref: CIPS L5M6 Study Guide, pp.35-36 - Procurement Cycle, Make vs Buy analysis]

NEW QUESTION # 40

What is a General Ledger?

- A. An IT system that prepares information for financial reporting
- B. A catalogue of products to buy and/or sell
- C. An IT system that conducts tenders electronically
- D. A list of approved suppliers

Answer: A

Explanation:

A General Ledger [GL] is the central accounting record used by businesses to prepare financial reports. It categorises all financial transactions into cost codes, allowing managers to track expenditure, revenue, assets, and liabilities.

For category managers, the General Ledger provides visibility into spend categories. This information supports spend analysis and helps in mapping organisational costs against suppliers, categories, and business functions. It differs from line item detail by offering a higher-level financial view.

Other options are misleading:

* Option A [tenders] relates to e-procurement platforms, not financial records.

* Option C [catalogue] refers to item listings, not ledgers.

* Option D [supplier lists] relates to approved supplier databases.

By using GL data, procurement can ensure alignment with finance, strengthening compliance, budgeting, and strategic sourcing decisions.

[Ref: CIPS L5M6 Study Guide, p.135 - Use of General Ledger in procurement analysis]

NEW QUESTION # 41

When implementing procurement projects, it is important for Category Managers to consider the "human side" of change. Why is this?

- A. Everybody is resistant to change
- B. A change cannot be made without buy-in from everyone

- C. Ignoring stakeholders' feelings may result in rework or a poor result
- D. Change will always bring about a positive result

Answer: C

Explanation:

The correct answer is ignoring stakeholders' feelings may result in rework or a poor result. In category management, implementing change-whether new sourcing strategies, supplier consolidation, or digital tools-affects multiple stakeholders. People often resist change, either passively or actively. CIPS highlights a model where typically 20% embrace change, 60% accept it cautiously, and 20% actively oppose it.

If stakeholders' concerns are ignored, resistance can derail projects, leading to delays, poor adoption, or the need for costly rework. For example, if end-users are not engaged in developing specifications, the final product may not meet needs, requiring adjustments later.

Options A and B overstate the issue; not everyone resists change, but enough stakeholders may to cause disruption. Option D is incorrect because change can also bring risks and negative consequences if poorly managed.

Effective change management in procurement requires communication, stakeholder engagement, and addressing emotional as well as technical challenges.

[Ref: CIPS L5M6 Study Guide, p.68 - Managing the human side of change]

NEW QUESTION # 42

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

Answer: D

Explanation:

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

NEW QUESTION # 43

When using the Kraljic Matrix to analyse the category of item, which of the following categories does Kraljic recommend be further analysed in conjunction with a comparison of the buyer's strength vs supply market strength?

- A. Bottleneck
- B. Non-critical
- C. Strategic
- D. Leverage

Answer: C

Explanation:

For strategic items, Kraljic recommends further analysis through a 3x3 supply positioning matrix, which compares buyer strength against market strength. This creates three possible strategies: exploit, balance, diversify.

Reference: CIPS L5M6 Study Guide, p.102

NEW QUESTION # 44

