

L5M6최신업데이트덤프자료 & L5M6시험대비최신덤프



2026 Fast2test 최신 L5M6 PDF 버전 시험 문제집과 L5M6 시험 문제 및 답변 무료 공유: <https://drive.google.com/open?id=1fgNE75hMh21oUwSeN4qpQJP8DJy8oM->

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>> L5M6최신 업데이트 덤프자료 <<

L5M6시험대비 최신 덤프 & L5M6시험대비 최신 덤프공부자료

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최신 CIPS Certification L5M6 무료샘플문제 (Q17-Q22):

질문 # 17

Sarah is a Category Manager at a shoe manufacturer. She works with a key supplier of raw materials [leather and rubber] and is using a cost-out approach. Which type of relationship is most suited to this approach?

- A. Transactional
- B. Arm's length
- C. Strategic alliance
- D. Closer tactical

정답: C

설명:

The most appropriate relationship type is a Strategic Alliance. The Cost-Out approach involves working closely with suppliers at the design and pre-production stages to eliminate unnecessary costs before they arise.

This requires high levels of trust, transparency, and collaboration.

A strategic alliance provides the framework for this partnership, allowing both buyer and supplier to share information, align objectives, and jointly innovate to reduce costs and increase value. For example, suppliers may suggest alternative materials or design modifications that lower costs without compromising quality.

By contrast:

* Arm's length and transactional relationships are too shallow to support cost-out collaboration.

* Closer tactical relationships allow more interaction but lack the depth of trust and shared strategy found in alliances.

Strategic alliances are therefore essential where the buyer needs suppliers to contribute their expertise, innovation, and commitment to achieving mutual cost savings and long-term value.

[Ref: CIPS L5M6 Study Guide, p.80 - Cost-out strategies and supplier relationships]

질문 # 18

In A.T. Kearney's 7 Step Model of Strategic Sourcing, which of the following should be done first?

- A. Supplier portfolio generation
- B. Selection of implementation path
- C. Competitive supplier selection
- D. Continuous benchmarking of supply market

정답: A

설명:

The first step in A.T. Kearney's 7 Step Model of Strategic Sourcing is Supplier Portfolio Generation. The model provides a structured approach to sourcing, beginning with an understanding of current spend and supplier landscape before progressing to strategy development and implementation.

The seven steps are:

* Profile spend and supply base.

* Develop sourcing strategy and cost comparison.

* Generate supplier portfolio.

* Select implementation path.

* Select competitive suppliers.

* Integrate operations with suppliers.

* Continuously benchmark supply market.

The reason supplier portfolio generation is first is because procurement must identify potential suppliers and the overall supply base structure before choosing strategies or engaging in competitive selection. Skipping this step risks building a strategy without understanding available market options.

Thus, while options C and D are important later in the process, they cannot occur without first mapping the supplier portfolio.

[Ref: CIPS L5M6 Study Guide, Chapter 1.2 - Strategic Sourcing Models, esp. p.31-32]

질문 # 19

Why would a company use a Technology Roadmap?

- A. To help decide which technology to invest in the future
- B. To decide between two different software providers
- C. To mitigate risks of cyber-attacks
- D. To assist in marking a tender for IT equipment

정답: A

설명:

A Technology Roadmap is a planning tool used to align technological investments with business strategy. It enables organisations to evaluate current capabilities, identify emerging challenges, and plan for future technology adoption. The purpose is not just to decide between existing options but to forecast which innovations will be most valuable over time.

For instance, a company may use a roadmap to determine whether to invest in automation, artificial intelligence, or renewable energy solutions, based on expected business growth and industry trends. This ensures resources are allocated to technologies that offer long-term competitiveness.

Other options are less accurate:

* Option A oversimplifies; technology roadmaps are not for one-off decisions.

* Option B is incorrect as tenders require specifications, not long-term roadmaps.

* Option D relates to risk management, not strategic technology planning.

Therefore, the roadmap helps businesses stay adaptive and forward-thinking, ensuring that investments made today remain relevant tomorrow.

[Ref: CIPS L5M6 Study Guide, pp.126-127 - Technology Roadmaps in category management]

질문 # 20

In which section of a balance sheet would you find the term "goodwill"?

- A. Current liabilities
- B. Current assets
- C. Non-current assets
- D. Non-current liabilities

정답: C

설명:

Goodwill is found under Non-current assets in a balance sheet. Goodwill arises when one company acquires another for a value greater than its tangible assets, reflecting intangible benefits such as brand reputation, customer loyalty, patents, or strong supplier relationships.

For example, if a company is valued at £10 million based on tangible assets but is purchased for £15 million, the £5 million difference is recorded as goodwill. This asset remains on the balance sheet until impaired [e.g., if the acquired brand loses value].

It is not a current asset because it cannot be quickly liquidated within one year. Nor is it a liability [current or non-current] since it represents value, not debt.

For procurement and category managers, goodwill can signal a supplier's market position, brand strength, and long-term stability. It highlights how intangible assets, though harder to measure, play a role in supplier evaluation and business acquisitions.

[Ref: CIPS L5M6 Study Guide, p.183 - Financial terms and balance sheet analysis]

질문 # 21

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

정답: C

설명:

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

질문 # 22

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