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CIPS L5M6 Exam Syllabus Topics:

Topic	Details
Topic 1	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.
Topic 2	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 3	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.

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CIPS Category Management Sample Questions (Q28-Q33):

NEW QUESTION # 28

Tulipa Ltd is a manufacturer of vegan frozen food. It saw significant market growth for three years, but in the last two years market share has remained stable despite no new entrants. Which stage in the lifecycle is the vegan frozen food market?

- A. Birth
- B. Decline
- **C. Maturity**
- D. Growth

Answer: C

Explanation:

The correct answer is Maturity. In the industry lifecycle model, markets evolve through stages: birth, growth, maturity, and decline. Tulipa Ltd initially saw high growth, reflecting the growth stage, where demand is rising, and market share is expanding. However, for the past two years, share has plateaued, suggesting the market has stabilised, which is a key characteristic of the maturity stage. At maturity, the market is often saturated, with limited opportunities for expansion. Competition becomes more intense, innovation slows, and firms compete largely on efficiency, branding, or incremental improvements. Unlike decline, the market is still viable and profitable, but growth rates are flat.

The study guide also introduces an intermediate stage called shakeout, occurring between growth and maturity, where weaker competitors exit. Tulipa's situation has passed growth but has not yet entered decline, making maturity the correct classification.

[Ref: CIPS L5M6 Study Guide, p.175 - Industry Lifecycle and Procurement Strategy]

NEW QUESTION # 29

Barb is a Category Manager at XYZ Logistics. She is putting together a Category Plan. Which of the following sections should she include? Select THREE.

- **A. Category objectives**
- **B. Category risks**
- C. HR information on the team
- **D. Supply market analysis**
- E. History of the category

Answer: A,B,D

Explanation:

A Category Plan is a strategic document that sets out how a category will be managed to deliver organisational objectives. It typically includes:

- * Supply market analysis to understand supplier dynamics, competition, and risks.
- * Category objectives, which align with organisational strategy and specify what procurement aims to achieve.
- * Category risks, which outline potential threats and mitigation strategies.

HR information and a full history of the category are not required, as the plan is forward-looking, focusing on strategy rather than operational details. While historical context may be summarised in an executive overview, it does not form a full section. A well-structured Category Plan supports better decision-making, stakeholder engagement, and ensures consistent management of spend. It provides a roadmap for how value will be captured, risks managed, and supplier relationships developed. Without it, category management risks becoming reactive and fragmented.

Reference: CIPS L5M6 Study Guide, p.10

NEW QUESTION # 30

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

[Select THREE]

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

Answer: B,C,E

Explanation:

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]

NEW QUESTION # 31

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

Answer: A

Explanation:

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

NEW QUESTION # 32

Teddy Ltd has created a virtual cross-functional procurement team across divisions. What could become a barrier to success?

- A. Geography
- B. Cost
- **C. Language and use of acronyms**
- D. Time

Answer: C

Explanation:

The key barrier is language and the use of acronyms. In cross-functional, international, or virtual teams, communication challenges can hinder collaboration. Procurement often uses specialised terminology and acronyms that other functions or non-native speakers may not fully understand. This can create confusion, misalignment, and inefficiency.

Geography is less of an issue in virtual teams, as digital platforms enable collaboration across locations. Time and cost can be challenges, but the study guide specifically identifies language and acronyms as barriers.

Effective category managers overcome this by using clear, simple communication and ensuring shared understanding of procurement terms. This reduces misunderstandings and ensures that all team members- finance, engineering, operations-can contribute effectively.

Cross-functional teamwork is central to category management success, but only if barriers to collaboration are proactively addressed.

[Ref: CIPS L5M6 Study Guide, p.64 - Cross-functional teams and barriers]

NEW QUESTION # 33

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