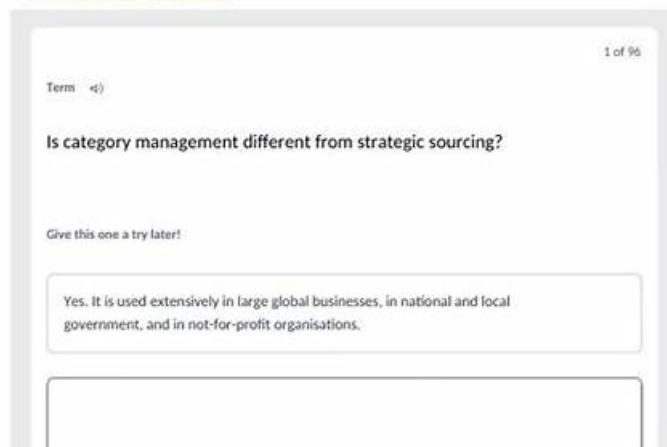


L5M6模擬対策問題 & L5M6最新受験攻略

L5M6 CATEGORY MANAGEMENT - **LEARNING OUTCOME 1** **(APPROACHES THAT CAN BE USED** **TO DEVELOP CATEGORY** **MANAGEMENT STRATEGIES) EXAM** **QUESTIONS WITH 100% CORRECT** **ANSWERS!!**



1 of 96

Term: 40

Is category management different from strategic sourcing?

Give this one a try later!

Yes. It is used extensively in large global businesses, in national and local government, and in not-for-profit organisations.

BONUS! ! ! JPNTest L5M6ダンプの一部を無料でダウンロード: https://drive.google.com/open?id=1OyM_nZY_6Q4po0IeG674Xjt-97WJxTC

JPNTestのCIPSのL5M6「Category Management」試験トレーニング資料はPDFとソフトウェアの形式で提供して、JPNTestのCIPSのL5M6試験問題と解答に含まれています。L5M6認定試験の真実の問題に会うかもしれません。そんな問題はパーカクトと称するに足って、効果的な方法がありますから、どちらのCIPSのL5M6試験に成功を取ることができます。JPNTestのCIPSのL5M6問題集は総合的にすべてのシラバスと複雑な問題をカバーしています。JPNTestのCIPSのL5M6テストの問題と解答は本物の試験の挑戦で、あなたのいつもの考え方を変換しなければなりません。

CIPS L5M6 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<ul style="list-style-type: none">カタ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タ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タゴリーマネジメントの役割にも重点を置いています。

トピック 2	<ul style="list-style-type: none"> 支出管理に関する概念、ツール、および手法を理解する: このセクションでは、カテゴリーランキング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。
トピック 3	<ul style="list-style-type: none"> カテゴリーマネジメントプロセスの戦略的影响を理解する: 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。

>> L5M6模擬対策問題 <<

L5M6最新受験攻略 & L5M6関連復習問題集

現在の社会の中で優秀なIT人材が揃て、競争も自ずからとても大きくなっています。だから多くの方はITに関する試験に参加してIT業界での地位のために奮闘しています。L5M6はCIPSの一つ重要な認証試験で多くのIT専門スタッフが認証される重要な試験です。

CIPS Category Management 認定 L5M6 試験問題 (Q16-Q21):

質問 #16

XYZ Ltd is a manufacturing organisation based in the UK. They work with many suppliers of both direct and indirect goods. Below is a selection of four suppliers XYZ procures items from:

- * Supplier 1: The sole supplier of a critical item for production. Market research shows no substitute exists. XYZ is a price taker, not a price setter.
- * Supplier 2: Long-term relationship. Working together to reduce costs. Item has a high impact on profit but low supply risk.
- * Supplier 3: Indirect items like stationery with little profit impact. Meetings focus on bulk discounts.
- * Supplier 4: One-off capital expenditure item. Months of negotiations with supplier to reduce costs before manufacture begins.

Task:

Complete the table below. You are required, for each supplier, to determine the Cost Approach taken by XYZ Ltd and to identify the Item Type based on the Kraljic Matrix. Each response should only be used once.

XYZ Ltd - Drag & Drop Table

Supplier	Cost Approach	Item Type
Supplier 1	—	—
Supplier 2	—	—
Supplier 3	—	—
Supplier 4	—	—

Options to Place

Cost Approaches	Item Types
Cost Down	Leverage
Cost Out	Strategic
Price Acceptance	Bottleneck
Price Management	Non-Critical



Chartered Institute of
Procurement & Supply

正解:

解説:



Supplier	Cost Approach	Item Type
Supplier 1	Price Acceptance	Bottleneck
Supplier 2	Cost Down	Leverage
Supplier 3	Price Management	Non-Critical
Supplier 4	Cost Out	Strategic

Options to Place

Cost Approaches	Item Types
Cost Down	Leverage
Cost Out	Strategic
Price Acceptance	Bottleneck
Price Management	Non-Critical

Explanation:

XYZ Ltd - Completed Drag & Drop Answer Key

Supplier	Cost Approach	Item Type
Supplier 1	Price Acceptance	Bottleneck
Supplier 2	Cost Down	Leverage
Supplier 3	Price Management	Non-Critical
Supplier 4	Cost Out	Strategic



Supplier 1 # Price Acceptance + Bottleneck

Supplier 1 is the sole supplier of a critical item, and XYZ has confirmed through market research that there are no substitutes available. This places Supplier 1 in the Bottleneck quadrant of the Kraljic Matrix, which is defined by high supply risk but low profit impact (or limited ability to influence price). In bottleneck situations, buyers have limited leverage, making them price takers rather than price setters.

That's why the appropriate cost approach here is Price Acceptance-XYZ must accept the price dictated by the supplier because of the absence of alternatives. Procurement's role becomes risk mitigation, ensuring continuity of supply rather than focusing on negotiation power. The recommended strategies include maintaining strong supplier relationships, holding safety stock, and monitoring supply risks. Price cannot be influenced significantly, so procurement must accept the terms, reflecting a bottleneck scenario.

(Ref. CIPS L5M6 Study Guide, pp.80-83, 97-100 - Cost ApproachesKraljic Matrix) Supplier 2 # Cost Down + Leverage
Supplier 2 provides items that, while not purchased in large volumes, have a high impact on profit and carry a low supply risk. These characteristics fit into the Leverage quadrant of the Kraljic Matrix: high profit impact, low risk. In such cases, buyers hold strong bargaining power and can use competition or collaborative cost reduction measures to secure better value. The chosen cost approach here is Cost Down, which involves working with suppliers to systematically reduce costs without reducing value. XYZ's long-term relationship with Supplier 2, combined with a focus on identifying where costs could be lowered, matches the cost-down philosophy. Examples might include value engineering, supplier process improvements, or volume consolidation. Leverage items are ideal for competitive sourcing, e-auctions, and bulk negotiation. By applying a cost-down approach, XYZ can ensure sustained profitability while keeping supply risk under control.

(Ref: CIPS L5M6 Study Guide, pp.80-81, 97-100 - Cost Management Leverage items) Supplier 3 # Price Management + Non-Critical Supplier 3 provides indirect goods such as stationery, which have little impact on company profits and are purchased regularly in small quantities. These fit into the Non-Critical quadrant of the Kraljic Matrix, which is characterised by low profit impact and low supply risk. In these cases, procurement's focus should be on administrative efficiency and price management, rather than extensive strategic negotiations. The chosen cost approach here is Price Management, since XYZ meets with the supplier regularly to discuss pricing and bulk discounts. This approach ensures that, although the spend is low-value, the company avoids unnecessary waste or inflated costs. Tools such as catalogues, e-procurement systems, or framework agreements are commonly used in this quadrant to manage spend efficiently. Price management helps free up procurement resources for more strategic categories while still ensuring best value in non-critical areas.

(Ref: CIPS L5M6 Study Guide, pp.80-82, 97 - Non-critical items and price management) Supplier 4 # Cost Out + Strategic Supplier 4 is supplying a one-off capital expenditure item. XYZ has engaged in months of negotiations regarding specifications, and both parties are collaborating to reduce costs before manufacturing begins.

This aligns perfectly with the Strategic quadrant of the Kraljic Matrix, where items have high profit impact and high supply risk. Strategic items require strong, long-term partnerships and close supplier collaboration. The appropriate cost approach here is Cost Out, which focuses on eliminating unnecessary costs during the design and specification stages, before production. This proactive approach ensures that efficiency and value are embedded in the product from the outset. Cost-out strategies often involve redesign, engineering collaboration, and innovation to reduce total cost of ownership. In such relationships, trust and partnership are critical, since both buyer and supplier must work together to achieve shared value and risk reduction.

(Ref: CIPS L5M6 Study Guide, pp.80, 97-99 - Strategic items and Cost-Out approach)

質問 #17

ABC Ltd is a manufacturer of hi-tech IT equipment and is operating in an industry set to grow substantially over the next 10 years. What type of industry could this be described as?

- A. Bear industry
- B. Cow industry
- C. Dog industry
- D. Bull industry

正解: D

解説:

A bull industry is one that is experiencing sustained growth, driven by technological innovation, consumer demand, or favourable market conditions. The opposite is a bear industry, which is in decline. The terms are borrowed from stock market language but are also used in category management to describe the overall trajectory of an industry. For ABC Ltd, operating in a bull industry means it must prepare for higher demand, increased competition, and potential supplier shortages. This requires a proactive category strategy that focuses on securing long-term supplier relationships, investing in innovation, and managing risks associated with rapid growth. Recognising industry cycles ensures that procurement strategies are forward-looking and aligned with long-term organisational objectives. Misclassifying an industry's trajectory could lead to missed investment opportunities or poor resource allocation.

Reference: CIPS L5M6 Study Guide, p.150

質問 #18

Category Strategy Development is composed of 4 key stages. Which of the following is the correct order?

- A. Create strategic plan, develop progress tracking plan, define resources needed, roadshow
- B. Develop progress tracking plan, define resources needed, roadshow, create strategic plan
- C. Develop progress tracking plan, define resources needed, create strategic plan, roadshow
- D. Roadshow, create strategic plan, define resources needed, develop progress tracking plan

正解: A

解説:

The correct sequence of Category Strategy Development is:

* Create the strategic plan - outlining objectives, tactics, and desired outcomes.

* Develop a progress tracking plan - defining performance measures and milestones.

* Define resources needed - identifying staff, skills, and financial support required.

* Conduct a roadshow - presenting the strategy to stakeholders and gaining buy-in.

This order ensures strategies are clearly defined before resources are committed and that tracking mechanisms are in place to

measure success. The roadshow is critical to gain organisational support and alignment, ensuring all stakeholders understand the plan and contribute to its implementation. Mis-sequencing these steps can result in wasted resources, poor engagement, or ineffective execution. Category managers must follow this structured approach to maintain accountability, transparency, and long-term success in strategy implementation.

Reference: CIPS L5M6 Study Guide, p.12

質問 #19

Which of the following are legal aspects of a contract a Procurement Manager should know?

- A. Liabilities
- B. TUPE
- C. Sustainability
- D. Relationship management
- E. Intellectual Property

正解: A、B、E

解説:

The three correct legal aspects are:

- * Liabilities [C]: Define responsibility for damages, breaches, or non-performance.
- * Intellectual Property [D]: Protects innovations, designs, and brand assets in supplier agreements.
- * TUPE [E]: Transfer of Undertakings [Protection of Employment], a UK law ensuring employees retain rights when transferred between companies.

While sustainability and relationship management are important procurement considerations, they are not specifically legal aspects of contracts. Legal knowledge ensures procurement professionals protect their organisations from financial, reputational, and operational risks.

TUPE is particularly relevant in outsourcing agreements, where staff may move from one employer to another. Procurement managers must ensure compliance with local employment laws to avoid legal disputes.

CIPS stresses that category managers should not act as lawyers but must have sufficient legal awareness to identify risks and escalate issues to legal specialists.

[Ref. CIPS L5M6 Study Guide, p.57 - Legal aspects in procurement contracts]

質問 #20

'Kaizen' is a Japanese term used frequently in the manufacturing industry. What does it refer to?

- A. Sustainability
- B. Continuous Improvement
- C. Supplier Relationship Management
- D. Cost Reduction

正解: B

解説:

Kaizen translates to "continuous improvement" in Japanese. It is a philosophy that encourages making small, incremental changes that collectively lead to significant performance enhancements over time. Within procurement and category management, Kaizen focuses on ongoing collaboration with suppliers to identify ways to reduce waste, improve quality, and optimise processes. Unlike one-off cost-reduction initiatives, Kaizen is embedded in the organisational culture and requires engagement from all levels of the supply chain.

For example, small adjustments in packaging design might reduce material use, leading to cost savings and environmental benefits. This approach fosters long-term supplier partnerships and supports innovation. In competitive markets, organisations that adopt Kaizen are more resilient and adaptable, making it a key concept for category managers to understand.

Reference: CIPS L5M6 Study Guide, p.40

質問 #21

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私たちJPNTesTは、L5M6試験に必要な人向けの安定した信頼できるL5M6試験問題プロバイダーです。私たちは

長い間市場にとどまり、成長してきました。L5M6試験の高い品質と高い合格率でお客様の要件を満たすことができるため、私たちは常にここにいます。効果的なL5M6トレーニングガイドについては、数千人の受験者がL5M6学習問題を選択します。L5M6学習教材を試してみてはいかがでしょうか。！

L5M6最新受験攻略:<https://www.jpntest.com/shiken/L5M6-mondaishu>

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