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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 (Q82-Q87):

NEW QUESTION # 82

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

Answer: B

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 # 83

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

[Select THREE]

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

Answer: A,B,D

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 # 84

In order for Category Management to succeed, is business commitment and stakeholder buy-in essential?

- A. Yes - because it is tactical and requires cross-functional teamwork
- **B. Yes - must be endorsed and supported by top management**
- C. No - commitment is only required for high-spend categories
- D. No - categories work independently of each other

Answer: B

Explanation:

The correct answer is Yes - business commitment and top management endorsement is essential.

Category management is a strategic approach that requires cross-functional collaboration and long-term alignment with business objectives. Without commitment from senior leadership, procurement lacks the authority, resources, and stakeholder engagement necessary to implement effective category strategies.

Option B is incorrect because category management is strategic, not merely tactical. Options C and D underestimate the interdependence of categories and the need for broad business support. Even low-spend categories can carry risks or opportunities requiring strategic oversight.

CIPS emphasises that full endorsement by senior management ensures stakeholder buy-in, smooth adoption of new processes, and maximisation of category benefits. Lack of support often results in fragmented efforts, limited compliance, and failure to achieve intended value.

[Ref: CIPS L5M6 Study Guide, p.46 - Importance of stakeholder commitment]

NEW QUESTION # 85

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

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

Answer: A,D,E

Explanation:

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]

NEW QUESTION # 86

Workshops, safety facilities, and design engineers are indirect costs associated with which industry?

- **A. Construction**
- B. Agriculture
- C. Retail
- D. Services

Answer: A

Explanation:

In construction, indirect costs include items like workshops, safety facilities, and design engineers. These are necessary for operations but not directly tied to a single output.

NEW QUESTION # 87

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